



GOVAN MBEKI MUNICIPALITY



To be a Model City and Centre of Excellence

2020/2021 **THIRD (3rd) REVIEW OF THE** **INTEGRATED DEVELOPMENT PLAN** **(IDP)**



To be a Model City and Centre of Excellence



3rd IDP Review 2020/2021

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LIST OF ABBREVIATIONS

AG	Auditor-General
CAPEX	Capital Expenditure
CBD	Central Business District
CBP	Community Based Planning
CFO	Chief Financial Officer
CWP	Community Works Programme
DeCoG	Department of Co-operative Governance
DEA	Department of Environmental Affairs
DEADP	Department of Environmental Affairs and Development Planning
DM	District Municipality
DoRA	Division of Revenue Act
DWA	Department of Water Affairs
EE	Employment Equity
EPWP	Expanded Public Works Programme
GAMAP	Generally Accepted Municipal Accounting Practice
GRAP	Generally Recognised Accounting Practice
HR	Human Resources
HSP	Human Settlement Plan
IDP	Integrated Development Plan
IFRS	International Financial Reporting Standards
IMFO	Institute for Municipal finance officers
INEP	Integrated National Electrification Programme
ISDF	Integrated Strategic Development Framework
kl	Kilolitre (1,000 litres)
KPA	Key Performance Area
KPI	Key Performance Indicator
kWh	Kilowatt-hour
LED	Local Economic Development
LM	Local Municipality
LLF	Local Labour Forum
MAYCO	Mayoral Committee
MBRR	Municipal Budget And Reporting Regulations
MFMA	Municipal Finance Management Act (Act No. 56 of 2003)
MIG	Municipal Infrastructure Grant
MEC	Member of Exécutive Council
MGRO	Municipal Governance Review & Outlook
ml	Megaliter (1,000,000 litres)
MM	Municipal Manager
MSA	Municipal Systems Act No. 32 of 2000
Mscosa	Municipal Standard Chart of Accounts
MTREF	Medium Term Revenue & Expenditure Framework
NDP	National Development Plan
NERSA	National Energy Regulator of South Africa

LIST OF ABBREVIATIONS

NGO	Non-Governmental Organisation
NT	National Treasury
OPEX	Operating expenditure
PMS	Performance Management System
PSDF	Provincial Spatial Development Framework
PSP	Provincial Strategic Plan
PPP	Public-Private Partnership
PT	Provincial Treasury
R	Rand (Currency)
RBIG	Regional Bulk Infrastructure Grant
ROD	Record of Decision-making
SALGA	South African Local Government Organisation
SCM	Supply Chain Management
SDBIP	Service Delivery and Budget Implementation Plan
SDF	Spatial Development Framework
SEA	Strategic Environmental Assessment
SONA	State of the Nation Address
SOPA	State of the Province Address
STATSSA	Statistics South Africa
NUSP	National Upgrade of Informal Settlements Programme
VIP	Ventilated Improved Pit (toilet)
WSP	Workplace Skills Plan
WTW	Water Treatment Works
WWTW	Waste Water Treatment Works

SYNOPSIS: STRATEGIC DIRECTION FOR THIS 2020/2020 IDP REVIEW

**OUR VALUES, VISION, MISSION AND STRATEGIC OBJECTIVES – REMAIN UNCHANGED
FOR THIS 3rd IDP REVIEW 2020/2021**

OUR VALUES

Teamwork	Collectivism, Synergies, Integration, Support
Integrity	Honesty, Professionalism, Trustworthy, Ubuntu
Accessibility	Decentralisation, Closer to Customer, Contactable, Reachable
Responsiveness	Reduced Turnaround Times, Acknowledgement, Feedback, Redress
Accountability	Taking Responsibility, Scrutiny, Compliance, Public Confidence
Transparency	Openness, Communication
Creativity	Innovation, Resourcefulness

VISION

To be a Model City and Centre of Excellence

MISSION

To serve our community by:

- ☐ Providing sustainable, quality services
- ☐ Enabling diversified local economic development and job creation
- ☐ Ensuring the financial sustainability of the Municipality
- ☐ Working together with our stakeholders
- ☐ Empowering our workforce
- ☐ Ensuring sound corporate governance

For this 2020/2020 IDP review the strategic direction of Council remains unchanged.

The Vision, Mission and Values are informed by the following Six (6) Key Strategic objectives, which the municipality intend to achieve and to be realised over the course of the 5-year term (and potentially continued beyond):

Strategic Objective 1:

To enhance revenue & secure financial sustainability

Strategic Objective 3:

To facilitate and create an enabling environment for diversified local economic development, social cohesion and job creation

Strategic Objective 5:

To develop spatially integrated, safe communities and a protected environment

Strategic Objective 2:

To provide sustainable services, optimise operations and improve customer care

Strategic Objective 4:

To enhance the capacity of human capital and deliver institutional transformation

Strategic Objective 6:

To promote good corporate governance and effective stakeholder engagement

2020/2021 IDP REVISION NOTE

This document herein refers to the 2020/ 2021 Integrated Development Plan constitutes the 3rd Review of the current 5 year IDP 2017/2018 – 2021 /2022 which was adopted by Council on 28 May 2017, as regulated by Section 34 of the Municipal Systems Act (MSA).

The Approved IDP 2017/2018 – 2021/2022 should therefore be read in conjunction with this 2020/2021 IDP review. It is imperative to Readers to note and to document that this 3rd IDP review is not intended to redraft the approved 5 year IDP for 2017/2018-2021/2020 but only to review if we are still on course in attaining the strategic direction set in the approved 5 year IDP.

In terms of the Municipal Systems Act 2000 (Act No 32 of 2000), municipalities need to annually review their IDP's in order to assess their performance and changing circumstances.

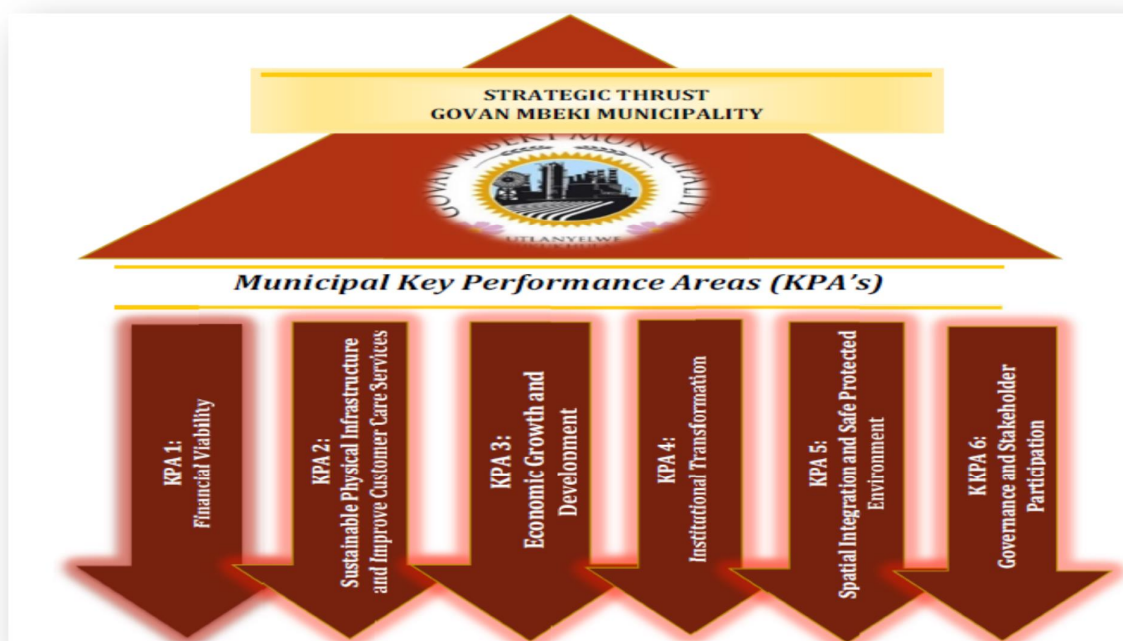
The following are the reasons to review an IDP:

To inform other components of the municipality's processes including institutional financial planning and budgeting;

- ☐ To ensure proper integration and alignment; and
- ☐ To reflect on internal and external changes that might have an impact on priority issues, objectives, strategies, projects and programmes

The outcomes of the aforementioned process may lead to:

- ☐ Revised or new strategies, including strategies to improve implementation;
- ☐ Revised or new projects; and
- ☐ Reflection of the above in the revised Integrated Plans and programmes including a revised Medium Term Expenditure Framework



FOREWORD BY THE EXECUTIVE MAYOR



The **Integrated Development Plan (IDP)** should be implemented in order to ensure the improvement of the life of the people of the Govan Mbeki Municipality.

The GMM Integrated Development Plan will be used as a compass to address service delivery imperatives and thereby actively and progressively responding to the needs of communities. The Govan Mbeki Municipality is calling on all communities to actively participate in the affairs of the municipality through all Public Participation Platforms created to enhance community involvement within the confines of the Legislative Framework.

This municipality subscribes to the ethos of a **Caring Government** in line with the posture of the National Government and therefore, the implementation of the IDP will always take cognizance of the real needs of the people. The GMM IDP speaks to the genuine issues of community upliftment and infrastructural development in order to reverse the historical backlogs which were engineered and implemented through separate development policies.

In the final analysis, mention should be made of the fact that the efficiency and effectiveness of this municipality fundamentally relies on the continued payment of services by the public. We therefore make this Clarion Call to all our people that they should work hand in glove with us and come on board in honouring their responsibilities and obligations by paying for the services that the municipality is providing to them.

The successful implementation of the IDP depends on the capacity of the municipality to collect revenue in order to maximize service delivery. The municipality is currently implementing the Financial Recovery Plan (FRP) as a measure to achieve prudent financial management thereby improving the financial health of the institution.

Working together, we move South Africa forward!!!

Yours Faithfully

MRS T NGXONONO
EXECUTIVE MAYOR

FOREWORD BY THE MUNICIPAL MANAGER



Section 34 of the Local Government: Municipal Systems Act No. 32 of 2000 and Regulations mandate that a municipal council must review its integrated development plan annually in accordance with an assessment of its performance measures.

Furthermore, the act also mandates the review on the basis of changing circumstances which plays a very influential role in the planning process of a municipality.

This year we review our integrated development plan amid the state of national disaster as declared by the President of the Republic of South Africa, his excellency Mr. Cyril Ramaphosa as a result of the Coronavirus disease (COVID-19) which has been spreading across the globe since December 2019.

The rapid spread of the virus in South Africa has compelled the President to further declare a 21 days lockdown within the country which takes effect on the 26th of March 2020. The impact of the Covid-19 is eminent not only in the way of life but across all sectors of the human hierarchy of needs, the economy has began feeling the heat globally and our local economy is not exonerated.

With the above being said, our approach to the annual planning, budget and performance review cycle undertaken during the 2020/2021 financial year has been based on business unusual approach considering the pandemic under which we find ourselves in as a globe and the priority of life taking dominion within the limited resources that we operating with.

The IDP remains a corner stone and pillar of development in the Local Government and we remain mindful that the reviewing or amending of an Integrated Development Plan (IDP) is a comprehensive process that underwrites our participatory democracy and enables all to take collective ownership of development and service delivery as an outcome of the IDP.

As mandated by chapter 4 of the Local Government: Municipal Systems Act No. 32 of 2000 and Regulations to encourage and create conditions for the local community to participate in the affairs of the municipality, it remains our top priority to establish key strategic partnership with both business and the community through robust collaborations aimed at supplementing government effort in the journey of delivering sustainable services to the community and therefore fruitful engagements with our communities is fundamental in order to ensure that we align our developmental path.

Opposed from just being a compliance document we want to continue to use this 2020/2021 IDP as the principal strategic planning instrument which guides and informs all planning for development and all decisions with regard to management of planning and development in the Govan Mbeki Municipality.

The Municipality through this 3rd annual review of The Integrated Development Plan (IDP), will continue to intensify its efforts in the years ahead to drive the development agenda and ensuring the delivery of municipal services.

As Municipal administration we will continue to use the IDP as a roadmap to help meet community needs, while ensuring continued growth, equality and empowerment of the poor.



In conclusion it is imperative to take cognisance that as much as the municipality would have like to have vigorous ward-based consultation as per the norm, the circumstances of the Covid-19 which impose prevention and prohibition of gatherings as stipulated in section 3 of the regulation issued in terms of section 27(2) of the Disaster Management Act, 2002 dictate that other methods of consultation be utilized thus the municipality will publish the draft IDP review on the municipal website and also make it available on municipality's head and satellite offices in line with section 21A of Local Government: Municipal Systems Act No. 32 of 2000 and Regulations.

In line with adherence to avoidance of human contact as a measure of curbing the spread of the Corona virus, all written comments or representation as regulated must be either be posted for the attention of the Municipal Manager at Private Bag X1017, Secunda 2302 or emailed to sharon.p@govanmbeki.gov.za

We prone by the extra ordinary circumstances to develop extra ordinary measures to adapt with a view of concurring the circumstances that which we faced with and as a globe we stand united against the potential threat to mankind, I am resolute that we shall overcome this pandemic.

Allow me to give gratitude to the community of Govan Mbeki Municipality, business, council of the municipality under the stewardship of the Speaker, the Mayoral Committee and all participants who have so far participated and contributed towards the third review of Integrated Development Plan for the 2020/2021 financial year..

I trust that this 2020/2021 IDP will serve to stimulate and synergise our partnership with our colleagues in Government, the people of Govan Mbeki and all those who live, work, study, do business as outlined in the common vision on which to be a Model City and Centre of Excellence.

Yours Faithfully

SF MNDEBELE (Mr)
MUNICIPAL MANAGER



CHAPTER 1:

This draft IDP Review 2020/2021 document represents the 3rd review of the adopted (5) -year Integrated Development Plan (IDP) 2017/2018-2021-2022 adopted by Council on 28 May 2017 as it is an expression of the planned strategic development intentions of the Council of Govan Mbeki Municipality. The IDP guides and informs all planning and development initiatives and forms the basis of the Medium Term Revenue & Expenditure Framework (MTREF) of Govan Mbeki Municipality.

The 3rd IDP Review 2020-2021, read with the initial five-year plan is the expression of the planned strategic development intentions of the Council of Govan Mbeki Municipality.

It guides and informs all planning, budgeting, management, and strategic decision making in the Municipality as the IDP links, integrates and coordinates other existing plans, while taking development proposals into account. The review aim to align the IDP with the municipality's resources and internal capacity, forming a policy framework and social compact on which annual municipal budgets are based.

The IDP is informed by national and provincial government development goals and priorities, current emerging social and economic trends, an increasing demand of the people of Govan Mbeki for better services and improved infrastructure which guides the Municipality on its developmental local government path.

1.1 INTRODUCTION AND BACKGROUND

The Local Government: Municipal Systems Act, No 32, 2000 (MSA) mandates Municipalities to review Integrated Development Plans annually in accordance with an assessment of its performance measurements. Integrated development planning is a legislated process whereby the Municipality prepares a five year strategic plan which is known as the IDP.

The IDP is the principal strategic planning instrument which guides and informs all planning; budgeting; and development within Govan Mbeki Municipality. The IDP is compiled for a 5 year period and reviewed annually within the 5 year period in terms of Chapter 5 of the Local Government: Municipal Systems Act (MSA) (Act 32 of 2000).

According to Section 34 of the Municipal System Act, No 32 of 2000

A municipal council;

- (a) must review its integrated development plan-*
 - (i) annually in accordance with an assessment of its performance measurements in terms of section 41; and*
 - (ii) to the extent that changing circumstances so demand; and*
- (b) may amend its integrated development plan in accordance with a prescribed process*

The IDP has to be reviewed annually in order to:

- ☐ Ensure its relevance as the municipality's strategic plan;
- ☐ inform other components of the municipal business process including institutional and financial
- ☐ planning and budgeting; and
- ☐ inform the cyclical inter-governmental planning and budgeting cycle.

The purpose of the annual review is therefore to;

- ❑ reflect and report on progress made with respect to the strategy in the 5 year IDP;
- ❑ make adjustments to the strategy if necessitated by changing internal and external circumstances that impact on the appropriateness of the IDP;
- ❑ determine annual targets and activities for the next financial year in line with the 5 year strategy; and
- ❑ inform the municipality's financial and institutional planning and most importantly, the drafting of the annual budget.

It is imperative to document and note that:

- ❑ The 3rd Review of the IDP is Not a replacement or amendment of the 5-year IDP 2017/2018-2021/2022
- ❑ The 3rd Review of the IDP is Not meant to interfere with the 5-year strategic orientation of the municipality.
- ❑ During the Five (5) Year Cycle any version of the IDP Review should always be read in conjunction with the approved Five (5) Year IDP 2017/2018-2021/ 2022 document.

1.1.1 IDP LIFE CYCLE 2017/2018 -2021-2022

Below Figure illustrates the 5 year life cycle implementation timelines of Govan Mbeki Municipality's IDP and the four (4) annual reviews within the cycle.

This document represents the **3rd review (2020/2021)** of the current 5 year IDP 2017/2018-2021/2022.

ANNUAL IDP REVIEWS FIVE (5) YEAR LIFE CYCLE IDP GOVAN MBEKI MUNICIPALITY IMPLEMENTATION TIMELINES				
2017/2018	2018/2019	2019/2020	2020/2021	2021/2022
2017/2018	GOVAN MBEKI VISION 2022 5-YEAR IDP LIFE CYCLE			2021/2022
Five-Year IDP Approved and Adopted by Council 30 May 2017	First IDP Review Cycle 30 June 2018	Second IDP Review Cycle end 30 June 2019	Third IDP Review Cycle end 30 June 2021	Final IDP Review Cycle end 30 June 2022

Annual Reviews: Previously adopted versions of the Municipal IDP's are available on the municipal website www.govanmbeki.gov.za

The main aim of IDP is to facilitate improved quality of life for the people living, learning, playing or working in the area as it is at the centre of the system of developmental local government in South Africa, representing the driving force for making municipalities more strategic, inclusive, responsive and performance-driven in character.

1.2 LEGAL SETTING

The IDP Legislative Framework as per the following diagram illustrated the various legislations, policies and guidelines which are considered the IDP is compiled.



The IDP process is predominantly guided by various legislations, policies and guidelines which have to be carefully considered when the document is compiled amongst others the following:

1.2.1 CONSTITUTION OF REPUBLIC OF SOUTH AFRICA (RSA), Act 108 of 1996

The constitution is the cornerstone of democracy in South Africa and is the basis of social agreement between government and the community. The character of the current system of local government is informed by the Constitution of the Republic of South Africa, Act 108 of 1996. The Constitution of the Republic of South Africa outlines the type of local government needed in the context of a developmental state.

Sections 152 and 153 of the constitution prescribe that local government should be in charge of the development process and municipal planning as per the following five (5) objects for local government which made provisions for all municipalities to strive for the realisation of these objectives within their financial and administrative capacity:

(S152) The objects of local government are to:

- ☐ provide democratic and accountable government for local communities;
- ☐ ensure the provision of services to communities in a sustainable manner;
- ☐ promote social and economic development; V
- ☐ promote a safe and healthy environment; and
- ☐ encourage the involvement of communities and community organizations in the matters of local government.

1.2.2 WHITE PAPER ON LOCAL GOVERNMENT (1998)

The White Paper on Local Government gives municipalities the responsibility to “work with citizens and groups within the community to find sustainable ways to address their social, economic and material needs and improve the quality of their lives”.



1.2.3 MUNICIPAL SYSTEMS ACT, NO 32 OF 2000

The Municipal Systems Act, Act 32 of 2000 obligates all municipalities to undertake a process of preparing and implementing IDPs. In so far as the development of IDPs is concerned is the Municipal Systems Act 32 of 2000, it is the principal legislation, which mandates each municipal council to adopt a single, inclusive and strategic plan for the development of the municipality.

This Act defines integrated development planning as one of the core functions of a municipality in the context of its developmental orientation. The plan should be strategic and inclusive in nature.

As to Section 25 (1) of the MSA, No. 32, it requires Each municipal council must, within a prescribed period after the start of its elected term, adopt a single, all-inclusive and strategic plan for the development of the municipality which;

- a) Link, integrate and coordinate plans and take into account proposals for the development of the municipality.
- b) Align the resources and capacity of the municipality with the implementation of the plan.
- c) Form the policy framework and general basis on which annual budgets must be based.
- d) Be compatible with national and provincial development plans and planning requirements that are binding on the municipality in terms of legislation.

1.2.4 MUNICIPAL FINANCE MANAGEMENT ACT NO 53 OF 2003

This Act makes provision for alignment between the IDP and the Municipal Budget. The Service Delivery and Budget Implementation Plan is the mechanism that ensures that the IDP and the Budget are aligned.

The Municipal Finance Management Act (MFMA) aims to modernise budget and financial management practices in municipalities in order to maximise the capacity of the municipalities to deliver services to all their residents, customers and users.

It also gives effect to the principle of transparency as required by sections 215 and 216 of the Constitution.

The Municipal Finance Management Act (MFMA) states that the Mayor of a municipality must;

- ☐ Co-ordinate the processes for preparing the annual budget and for reviewing the municipality's IDP and budget-related policies to ensure that the tabled budget and any revisions of the IDP and budget-related policies are mutually consistent and credible;
- ☐ At least 10 months before the start of the budget year, table in the municipal council a time schedule outlining key deadlines for;
- ☐ The preparation, tabling and approval of the annual budget;
- ☐ The annual review of the IDP in terms of section 34 of the MSA; and the budget-related policies;

Section 21(2) of the Municipal Finance Management Act states that, when preparing the annual budget, the Mayor of a municipality must:

- ☐ Take into account the municipality's Integrated Development Plan;
- ☐ Take all reasonable steps to ensure that the municipality revises the IDP in terms of section 34 of the MSA, taking into account realistic revenue and expenditure projections for future years

1.2.5 INTERGOVERNMENTAL RELATIONS FRAMEWORK ACT NO 13 OF 2000

The Act recognises the importance of local government's full participation in intergovernmental relations, as it is the key site of service delivery and development. Municipal IDP's must interpret national policy into an investment plan for local infrastructure; hence the implementation of the IDP must be supported by appropriate budgetary and resource allocations.

The IDP should reflect the integrated planning and development intent of all spheres of government relevant to a particular municipal geographic space. It contains provisions that support the principles of co-operative

government. In an effort to meet the challenge of Co-operative Governance, the three spheres of government must develop intergovernmental forums at national and provincial level dealing with issues of alignment, integration and coherence.

The effective implementation of the IDP can only be attained if government across all spheres is committed towards the common goal of rendering quality services; hence the IGR Act seeks to enhance alignment between spheres of government.

A system of intergovernmental relations has the following strategic purposes:

- ☐ To promote and facilitate cooperative decision-making.
- ☐ To coordinate and align priorities, budgets, policies and activities across interrelated functions and sectors.
- ☐ To ensure a smooth flow of information within government, and between government and communities, with a view to enhancing the implementation of policy and programmes.
- ☐ The prevention and resolution of conflicts and disputes.

1.2.6 LG: Municipal Planning and Performance Management Regulations (2001)

The Regulations make provision for the inclusion in the IDP of the following:

- ☐ The institutional framework for the implementation of the IDP;
- ☐ Investment and development initiatives in the Municipality;
- ☐ Key performance indicators and other important statistical information;
- ☐ A financial plan; and
- ☐ A spatial development framework.

1.3 EXTERNAL POLICY DIRECTIVES THAT INFORMS THE IDP

During the annual IDP review process our thinking, deliberations, planning and budgeting approach are guided and informed by the following international, national and provincial strategic policy imperatives as listed below:

- ☐ National Development Plan Priorities(2030 Vision)
- ☐ Sustainable Development Goals
- ☐ National Key Performance Areas
- ☐ Medium Term Strategic Framework
- ☐ Back to basics strategy
- ☐ The new growth path
- ☐ National Spatial Development Perspective
- ☐ National government's outcomes –based approach to delivery
- ☐ Provincial Strategic Objectives / Mpumalanga Provincial Strategic Plan (2014-2019)
- ☐ District Strategic Objectives

These relationships can assist in enhancing Governments services to the communities of Govan Mbeki. The municipality acknowledge and take highly note of the implications of the NDP, MTSF, B2BStrategy and IMSP policy directives in terms of service delivery planning, budgeting, implementation, reporting and accountability.

The municipality fosters relations with other spheres of government and participates in various intergovernmental activities to promote a closer working relationship between the various spheres of government. One of the key objectives of the IDP is to ensure alignment between national and provincial priorities, policies and strategies.

1.3.1 NATIONAL DEVELOPMENT PLAN (NDP) 2030

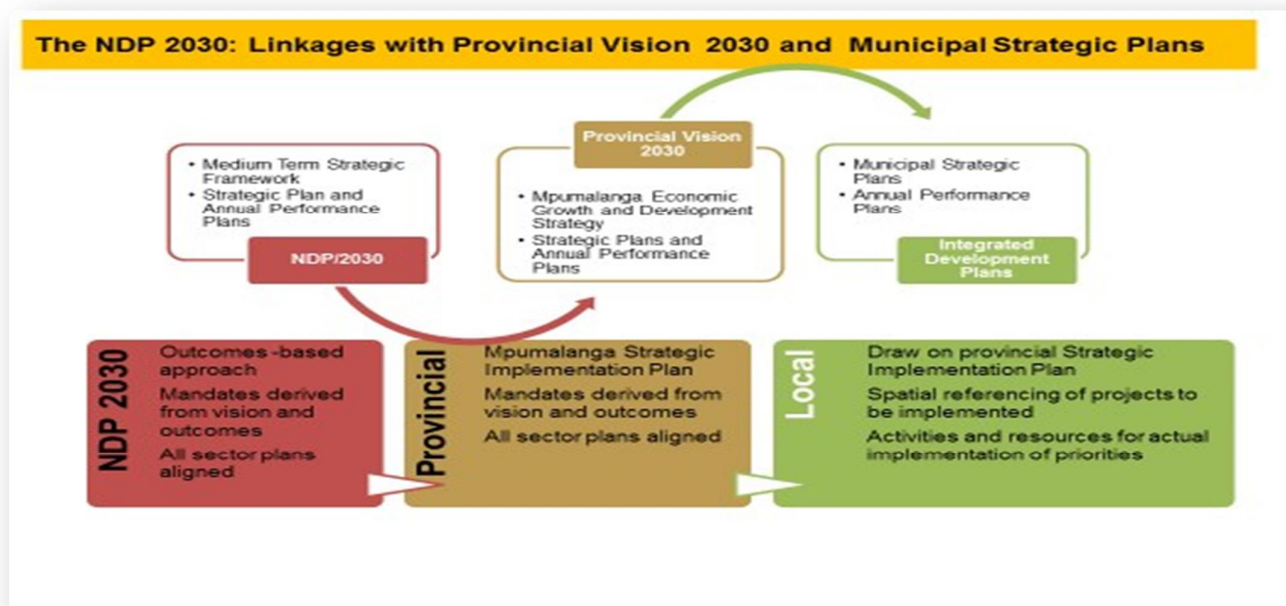
The broad goal of this plan is to reduce unemployment, alleviate poverty and reduce inequality by 2030. Govan Mbeki Municipality endorses the thrust of the National Development Plan and has aligned its development strategies and resources to bring about optimal growth and development at all levels within the virtuous cycle.

In 2012, the National Cabinet adopted the National Development Plan (NDP), to serve as a blueprint for the work that is still required in order to achieve the desired results in terms of socio-economic development and the growth throughout South Africa by 2030.



1.3.1.1 NDP 2030: TEN CRITICAL ACTIONS FOR IMPLEMENTATION

- Social compact to reduce poverty and inequality, and raise employment and investment.
- Address poverty and its impacts by broadening access to employment, strengthening the social wage, improving public transport and raising rural incomes.
- Professionalise the public service, strengthen accountability, improve coordination and prosecute corruption.
- Boost private investment in labour-intensive areas, competitiveness and exports, with adjustments to lower the risk of hiring younger workers.
- Education accountability chain, with lines of responsibility from state to classroom.
- Phase in national health insurance, with a focus on upgrading public health facilities, producing more health professionals and reducing the relative cost of private health care.
- Public infrastructure investment at 10 % of GDP, financed through tariffs, public-private partnerships, taxes and loans and focused on transport, energy and water.
- Interventions to ensure environmental sustainability and resilience to future shocks.
- New spatial norms and standards – densifying cities, improving transport, locating jobs where people live, upgrading informal settlements and fixing housing market gaps.
- Reduce crime by strengthening criminal justice and improving community environments.



1.3.2 SUSTAINABLE DEVELOPMENT GOALS

The United Nations adopted a new development agenda aimed at facilitating the reduction of worldwide poverty, improved prosperity and economic development and at the same time ensuring the conservation of the natural resources of the planet. The Seventeen (17) Sustainable Development Goals (SDGs) has been developed as part of a wider 2030 Agenda for Sustainable Development to build on the global impact of the former Eight (8) Millennium Development Goals (MDGs).

On 1 January 2016, the 17 Sustainable Development Goals (SDGs) of the 2030 Agenda for Sustainable Development was adopted by world leaders in September 2015 at an historic United Nations Summit officially came into force. Over the next fifteen years, with these new Goals that universally apply to all, countries will mobilise efforts to end all forms of poverty, fight inequalities and tackle climate change, while ensuring that no one is left behind.

The Sustainable Development Goals build on the success of the Millenium Development Goals aim to go further to end all forms of poverty. The new Goals are unique in that they call for action by all countries, poor, rich and middle-income to promote prosperity while protecting the planet.

They recognize that ending poverty must go hand-in-hand with strategies that build economic growth and addresses a range of social needs including education, health, social protection, and job opportunities, while tackling climate change and environmental protection.



1.3.3 NATIONAL KEY PERFORMANCE AREAS FOR MUNICIPALITIES

CoGTA assess the progress made by municipalities against five Key Performance Areas (KPA) and cross-cutting interventions adopted in the 5-Year Local Government Strategic Agenda. The five KPAs that form the basis of the assessments are:

- ☐ Municipal Transformation and Organisational Development;
- ☐ Basic Service Delivery;
- ☐ Local Economic Development (LED);
- ☐ Municipal Financial Viability and Management; and
- ☐ Good Governance and Public Participation.

The above allow CoGTA to determine how well each municipality is performing, compare its performance to targeted goals, create measures to improve performance, identify the municipalities that have under-performed and propose remedial action to be taken to improve performance of municipalities.

1.3.4 THE MEDIUM TERM STRATEGIC FRAMEWORK (2014 -2019)

The MTSF is meant to guide planning and resource allocation across all the spheres of government. National and provincial departments in particular need to develop their five-year strategic plans and budget requirements, taking into account the medium-term imperatives. Similarly, municipalities are expected to adapt their IDPs in line with the national medium-term priorities. The Medium Term Strategic Framework lists 10 priorities:

- ☐ Speed up economic growth and transform the economy to create decent work and sustainable livelihoods;
- ☐ Massive programme to build economic and social infrastructure;
- ☐ Comprehensive rural development strategy linked to land and agrarian reform and food security;
- ☐ Strengthen the skills and human resource base;
- ☐ Improve the health profile of society;
- ☐ Intensify the fight against crime and corruption;
- ☐ Build cohesive, caring and sustainable communities;
- ☐ Pursue regional development, African advancement and enhanced international co-operation;
- ☐ Sustainable resource management and use; and
- ☐ Build a developmental state including improvement of public services and strengthening democratic institutions

1.3.5 BACK TO BASICS STRATEGY

The Technical Presidential Coordinating Council (PCC) of 4 July 2014 received a presentation and briefing from the Department of Cooperative Governance and Traditional Affairs (CoGTA) on the development of a new approach to revitalise and strengthen the performance of the local government sector. Subsequently, the PCC endorsed the Back-to-Basics Approach and its implementation.

The evolution of this Programme within CoGTA has resulted in the concept and approach for:

- ☐ Back to Basics: Serving Our Communities Better
- ☐ Back to Basics to Build a Responsive, Caring and Accountable Local Government

The overall objective of the “Back to basics” strategy is to improve the functioning of municipalities to better serve communities by getting the basics right.

1.3.6 THE NEW GROWTH PATH

This National Policy Framework deals specifically with issues such as creating decent work, reducing inequality and defeating poverty through “a restructuring of the South African economy to improve its performance in terms of labour absorption as well as the composition and rate of growth”.

Important and of practical consequence to local government, are the specific job drivers that have been identified:

- ☐ Substantial public investment in infrastructure both to create employment directly, in construction, operation and maintenance as well as the production of inputs, and indirectly by improving efficiency across the economy;
- ☐ Targeting more labour-absorbing activities across the main economic sectors – the agricultural and mining value chains, manufacturing and services;
- ☐ Taking advantage of new opportunities in the knowledge and green economies;
- ☐ Leveraging social capital in the social economy and the public services; and
- ☐ Fostering rural development and regional integration.

1.3.6.1 MPUMALANGA ECONOMIC GROWTH AND DEVELOPMENT PATH

The primary objective of the Mpumalanga Economic Growth and Development Path (MEGDP) is to foster economic growth that creates jobs, reduces poverty and inequality in the Province. The MEGDP is centred on the following Pillars:

- ☐ Job creation
- ☐ Inclusive and shared growth of a diversified economy
- ☐ Spatial distribution
- ☐ Integration of regional economies
- ☐ Sustainable human development
- ☐ Environmental sustainability

1.3.7 Provincial Strategic Objectives

Mpumalanga Vision 2030 provides a provincial expression of the key priorities, objectives and targets enumerated in the NDP and expressed within the manifesto. It is a focused and strategic implementation framework that provides a direct implementation response to the National Development Plan.

The framework describes the Province's approach to realizing the objectives of the NDP in the provincial context. It builds on and informs past & existing sectoral and related planning interventions in MP

1.3.8 District Strategic Goals

The Gert Sibande District municipal goals are to:

- ☐ Provide equitable, consistent and sustainable services to the community
- ☐ Improve Socio-economic Growth
- ☐ Achieve and Sustain Financial Viability within all 8 Municipalities
- ☐ Strengthen Municipal capability

1.3.9 NATIONAL SPATIAL DEVELOPMENT PERSPECTIVE

The vision of the NSDP is that South Africa will become a nation in which investment in infrastructure and in development programmes will support Governments growth and development objectives.

The guidelines put forward by the NSDP are: (1) prioritise investment and development spending in line with Government's objectives, and investment and expenditure should maximise and achieve sustainable outcomes. (2) Spatial forms and arrangements must be conducive to achieving social and economic inclusion and strengthening nation-building.

The National Spatial Development Perspective (NSDP) is a critical instrument for policy coordination, with regard to the spatial implications of infrastructure programmes in national, provincial and local spheres of government.

1.3.10 NATIONAL GOVERNMENT'S OUTCOMES-BASED APPROACH TO DELIVERY.

National Government has agreed on 12 outcomes as a key focus of work between now and 2014. These outcomes have been expanded into high-level outputs and activities, which in turn formed the basis of a series of performance agreements between the President and relevant Ministers.

Whilst all of the outcomes can to some extent be supported through the work of local government, Outcome 9 , A responsive, accountable, effective and efficient local government system) and its7 outputs are specifically directed at local government:

NATIONAL GOVERNMENT'S OUTCOMES FOR LOCAL GOVERNMENT	
Output 1: Implement a differentiated approach to municipal financing, planning and support;	Output 5: Deepen democracy through a refined Ward Committee model;
Output 2: Improving access to basic services;	Output 6: Administrative and financial capability; and
Output 3: Implementation of the Community Work Programme;	Output 7: Single window of coordination.
Output 4: Actions supportive of the human settlement outcome;	

GOVAN MBEKI AT A GLANCE

The below municipal fact sheet provide for an overview of the total households and services rendered by the municipality

MUNICIPAL SERVICE DELIVERY FACT SHEET				
DESCRIPTION	UNIT	2001	2011	2016
Geographical size	sq km	2958	2958	2958
Total population	#	221747	294538	340 091
Working age (15 - 54)	%	69,4%	59.50%	
Elderly (55 and above)	%	2,9%	3.70%	
Dependency ratio	%	46,9%	44%	
Sex ratio	%	102,6%	105.90%	108.45% males per 100 females
Annual growth rate (2001 - 2011)	%	1,12%	2.84%	5.80
Population density		74.96517918	99.57336038	
DESCRIPTION	UNIT	2001	2011	2016
Number of households	%	61,714	83 874	108 894
Average household size	%	3,2	3.30%	3.12%
Female headed households	%	29,5%	30.80%	
Formal dwellings	%	59%	71.00%	
Housing owned/paying off	%	51,3%	52.00%	
Flush toilets connected to sewer	%	69,7%	88.90%	94.67%
Weekly refuse removal	%	82,9%	91.70%	
Piped water inside dwelling	%	33,3%	55.50%	
Electricity for lighting	%	71,3%	90.30%	93.68%
DESCRIPTION	UNIT	2001	2011	2016
o schooling aged 20+	%	16,7%	7.90%	
Higher education aged 20+	%	7,6%	12.50%	
Matric aged 20+	%	21,5%	31.30%	
Functional literacy rate	%	69.0%	83.1%	
DESCRIPTION	UNIT	2001	2011	2016
HIV prevalence rate - survey (pregnant women attending antenatal clinic 15-49 years old)	%	32.7%	45.8%	
HIV prevalence rate - DHIS (excluding pregnant women)	%	35.3%	33.0%	
PUBLIC HEALTH FACILITIES			2012	2016
Number of clinics			11	
Number of community health centres (CHC)			3	
Number of hospitals			2	

The Municipal demographic profile is further discussed as Chapter 3 contained in this document

1.5 OVERVIEW OF GOVAN MBEKI'S SWOT ANALYSIS

SWOT analysis intends to give a brief overview of the municipal environment, outlining the major strengths and weaknesses, opportunities and threats within the municipal geographical region.

INTERNAL FACTORS	STRENGTHS  ● Close Proximity to airport and National Road ● Petro-Chemical and synthetic fuels plant ● Moderate climate ● High Rainfalls ● Good tourism potential ● Good infrastructure ● Good sports facilities ● Good medical facilities ● Good schools ● Rail Network ● Mining Area ● University /satellite campus	WEAKNESSES  ● Rural areas and some poor communities still have gravel roads ● Most roads not in good condition; potholes ● Inadequate storm water drainage in some areas; ● Frequent sewerage blockages ● Ageing electricity infrastructure ● Pressure on energy sources ● Lack of available land for Integrated Human Settlements ● Backyard dwellers / Housing shortage ● Relatively far from major ports (Durban/Richards Bay/Maputo) ● Growing Informal Settlements
	OPPORTUNITIES  ● Many development opportunities ● Marathon Activities ● Institutionalisation of Annual Cultural and Sport Events ● Capitalising on the Extended Public Works Programme ● SMME Development ● Industrial Park West of Secunda	THREATS  ● Eskom Price increases ● Increase in crime ● HIV/AIDS ● Unemployment and Poverty ● Government Grant Dependency Increasing ● Climate change, Air pollution, Droughts ● Water shortage ● Limited lifespan of mines ● Increasing population (informal settlements, pressure on housing, unemployment, infrastructure and municipal services) ● Decline of central business district ● Immigration from other provinces ● Illegal occupying of Municipal Land (Squatting) ● Non affordability of Houses influences the attracting of suitable candidates ● Closure of Mining and Petro Chemical industry

CHAPTER 2: IDP PLANNING PROCESS

2.1 IDP AND BUDGET PROCESS

As a municipality's principal strategic the IDP is drafted and review annually in consultation with the local community as well as interested organs of state and other role players, taking into account the existing conditions and problems and resources available for development as it deals with the most critical development needs of the municipal area (external focus) as well as the most critical governance needs of the organisation (internal focus).

In order to ensure certain minimum quality standards of the IDP process and a proper coordination between and within the spheres of government, the preparation of the planning process is regulated by the Municipal Systems Act, No 32 of 2000, Section 28 of the Systems Act stipulates that;

Section 28 of the Municipal Systems Act, No 32 of 2000 stipulates that:

- ☐ Each Municipal Council must adopt a process set out in writing to guide the planning, drafting, adoption and review of the IDP.
- ☐ The municipality must through appropriate mechanisms, processes and procedures established in terms of Chapter 4, consult the local community before adopting the process.
- ☐ A municipality must give notice to the local community of particulars of the process it intends to follow.

Further to the abovementioned legislation, the drafting and preparation of The 2019/2020 IDP Review and Budget Process Plan / Time Schedule and its activities of Govan Mbeki Municipality is guided in terms of the following legal frameworks as well:

Section 21 (1) (a) and (b) of the Municipal Finance Management Act. No 56 of 2003 states the following;

The Mayor of a municipality must;

(a) Co-ordinate the processes for preparing the annual budget and for reviewing the municipality's integrated development plan and budget-related policies to ensure that the tabled budget and any revisions of the integrated development plan and budget-related policies are mutually consistent and credible;

(b) At least 10 months before the start of the budget year, table in the municipal council a time schedule outlining key deadlines for-

i. The preparation, tabling and approval of the annual budget;

ii. The annual review of-

(aa) the integrated development plan in terms of section 34 of the Municipal Systems Act; and

(bb) the budget related policies.

iii. the tabling and adoption of any amendments to the integrated development plan and the budget-related policies; and

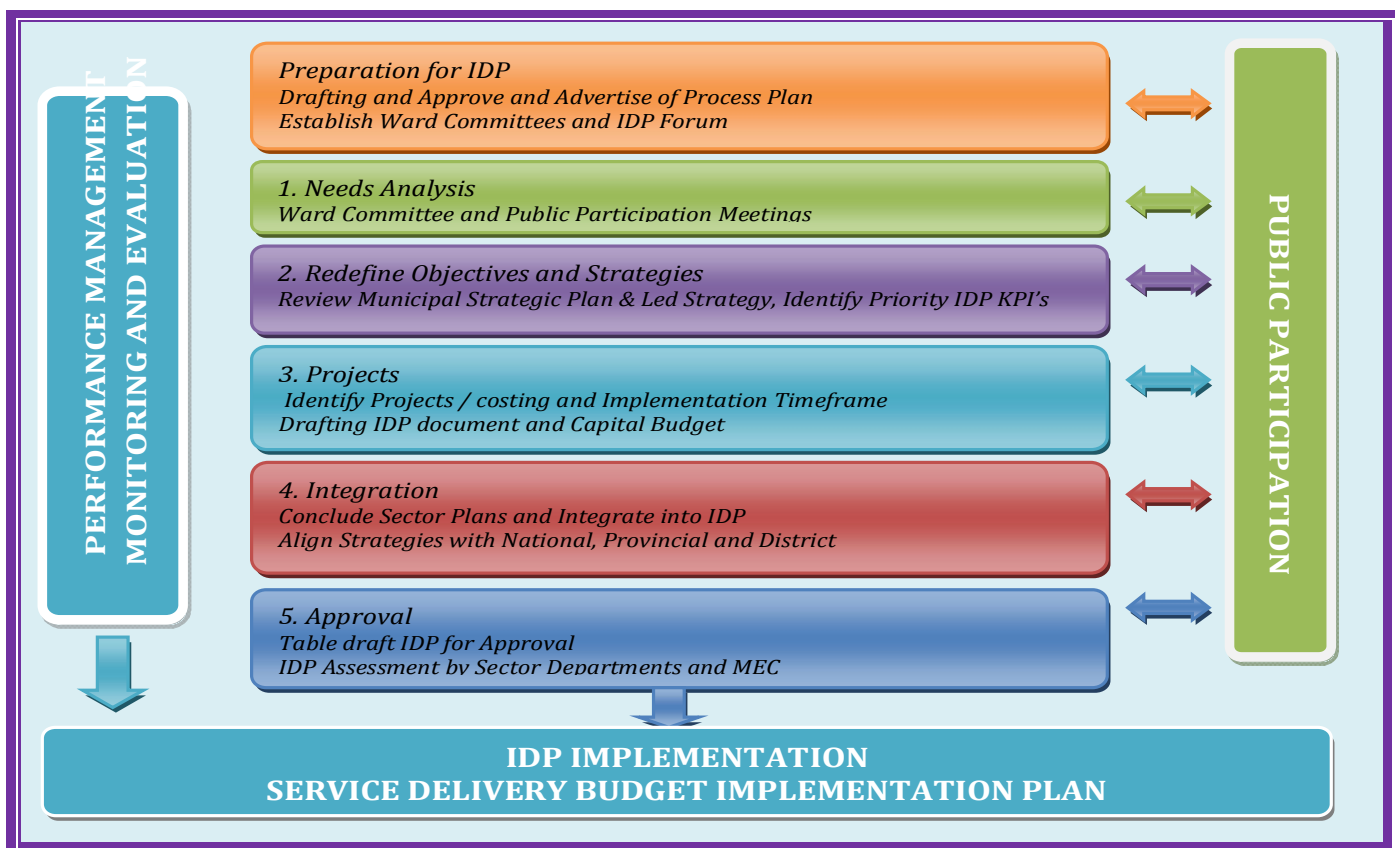
iv. any consultative processes forming part of the processes referred to in subparagraphs (i), (ii) and (iii).

Section 29(1) of the Municipal Systems Act stipulates the following:

The process followed by a municipality to draft its integrated development plan, including its consideration and adoption of the draft plan, must –

- ❑ be in accordance with a predetermined programme specifying timeframes for the different steps;
- ❑ through appropriate mechanisms, processes and procedures established in terms of Chapter 4 allow for (i) the local community to be consulted on its development needs and priorities; (ii) the local community to participate in the drafting of the IDP; and (iii) organs of state, including traditional authorities, and other role players to be identified and consulted on the drafting of the integrated development plan;
- ❑ provide for the identification of all plans and planning requirements binding on the municipality in terms of national and provincial legislation; and
- ❑ be consistent with any other matters that may be prescribed by regulation

The IDP process plan for the 2020/2021 IDP Review and the schedule for IDP Public Participation Engagement Sessions were adopted by Council on 29 September 2019 as per , **Council Resolution, A080/08/2018.**



2.2 PHASES OF IDP DRAFTING AND ANNUAL REVIEW PROCESS

The phases in the IDP & Budget process which guide the annual review and the important activities, deliverables to be considered during the different **five (5) phases of the IDP** and Budget process are demonstrated and discussed as follows:

2.3 IDP FIVE (5) PHASES

PHASE 1: ANALYSIS

During this phase information is collected on the existing conditions within the municipality. It focuses on the types of problems faced by people in the area and the causes of these problems.

The identified problems are assessed and prioritised in terms of what is urgent and what needs to be done first. Information on availability of resources is also collected during this phase. At the end of this phase, the municipality will be able to provide:

- ☐ An assessment of the existing level of development
- ☐ Details on priority issues and problems and their causes
- ☐ **Information on available resources.**

PHASE 2: STRATEGIES

During this phase, the municipality works on finding solutions to the problems assessed in phase one. The Mayoral Committee and Management discuss strategic issues such as vision, mission, future directions, strategic outcomes and outputs as well as measures and targets for each strategic output.

PHASE 3: PROJECTS, PROGRAMMES and CAPITAL BUDGET

During this phase the municipality works on the design and content of projects/programmes identified during Phase 2. Clear details for each project have to be worked out and budget provision needs to be made for the next 3 years with updated cost estimates.

PHASE 4: INTEGRATION

Once all projects have been identified, the municipality has to check again that they contribute to meeting the objectives outlined in Phase 2. These projects will provide an overall picture of the development plans. All the development plans must now be integrated. The municipality should also have overall strategies for issues like dealing with poverty alleviation and disaster management. These strategies should be integrated with the overall IDP.

PHASE 5: APPROVAL

Finalisation and approval of draft IDP and draft annual budget by end March annually. Make public the draft IDP and draft budget for comments and submissions. Consultation with communities and stakeholders and then final approval by Council by end May annually.

2.4 PUBLIC PARTICIPATION AND STAKEHOLDER INVOLVEMENT

The Local Government Municipal Systems Act, 32 of 2000 – Chapter 4 requires that all Municipalities develop a culture of participatory governance and to ensure the institutionalisation of this participatory process.

To address this, Council has set up the following structures to promote a culture of participatory governance:

- ☐ Ward Committees structures
- ☐ IDP Representative Forum
- ☐ IDP Steering Committee.

The Constitution and MSA encourages municipalities to engage with communities and community organisations in the matters related to local government. Public Participation enables the municipality to undertake development plans and render services that are more relevant to the needs and conditions of local communities.

Public engagement sessions present the opportunity and platform to all citizens and those who have vested interest in Govan Mbeki to review the service delivery needs and priorities of the ward in which they reside, ultimately shaping the IDP according to their needs and interests. Govan Mbeki Municipality’s Communication Strategy confirm that the marketing and communications activities take place in an organised and structured way.

The Communication Strategy clarifies the methods and frequency of public communication and engagement which is indicative of the municipality’s commitment and willingness to strengthen community participation.

The Communication Strategy places strong emphasise on the importance of community participation and involvement in municipal planning, service delivery and performance management processes.

The implementation of the communication strategy culminates into an annual public participation programme which is aligned to the IDP and Budget Process Plan.

The approved IDP and Budget Process Plan and Time schedule of Public meetings were published on the municipal website and in the local newspapers and were also placed at all municipal libraries and satellite offices for public scrutiny and comment.

The municipality directly consult, inform and engage with its communities by means of the following mediums/ methods of communication on the IDP /Budget processes:

☐ Ward Committee meetings	☐ Newspaper/ Municipal Publications
☐ Public ward meetings	☐ Social media
☐ IDP Representative Forum	☐ SMS
☐ IDP Steering Committee	☐ Hailing
☐ Radio Talk Shows and Announcements	☐ Road shows and meetings

The Public Participation Process undertaken during the analysis phase was spearheaded by the Executive Mayor, Mayoral Committee Members and Senior Management.

These public engagement sessions presented the opportunity to citizens and interest organised formations to identify service delivery needs and development priorities of the ward in which they reside, ultimately shaping the IDP according to their needs and interests.

The involved of Council is also achieved through the participation of Ward Committee System, Community Participation through various development planning processes, regular communication with the community through public meetings, community newsletters, radio and various other print media and electronic media including the Municipal Website within Govan Mbeki Municipality.

2.5 Ward Committees

2.5.1 The role of Ward Committees with respect to the IDP is to participate in the:

- ☐ Preparation, implementation and review of the IDP,
- ☐ Establishment, implementation and review of a Performance Management System (PMS); and
- ☐ Preparation of the budget.

The functions of ward committees are specified in the Ward Committee Rules for Govan Mbeki Municipality

Municipal IDP Representative Forum

The forum has been established in order to engage with the draft IDP. By engaging these forum it is considered that the IDP will be comprehensive, transparent and inclusive.

The forum consist of:

- ☐ The Mayor as chairperson
- ☐ All Councillors
- ☐ The Municipal Manager
- ☐ The Senior Managers
- ☐ Representatives of various municipal departments
- ☐ Ward Committee members
- ☐ Representatives from the District Municipality
- ☐ Representatives from National and provincial sector departments
- ☐ Local sector representatives; Organised Business, registered NGO`

The draft, reviewed or amended Integrated Development Plan as well as the budget of the municipality must be discussed at a meeting of the forum. The forum will be the official body with which the Municipality will liaise regarding matters affecting the entire municipal area.

Implementation of OVS Programme

- ☐ War rooms are established and local council of stakeholders established, however the war rooms are not functional.

2.6 ROLES AND RESPONSIBILITIES OF STAKEHOLDERS IN THE IDP PROCESS

The implementation of the IDP process plan involves the municipal officials and Council (internal) as well as other municipal stakeholders and the community (external). The responsibilities of the role-players can be summarised and brief described as per the following table:

2.6.1 Role players within the municipality.

ROLE PLAYER	ROLES AND RESPONSIBILITIES
Municipal Council	☐ Consider and approve the IDP. ☐ Consider and approve the Budget.
Executive Mayor and Mayoral Committee	☐ Responsible for the overall management, co-ordination and monitoring of the process and drafting of the IDP. ☐ Assign and delegate responsibilities in this regard to the municipal manager. ☐ Approve nominated persons to be in charge of the different roles, activities and responsibilities of the process and drafting. ☐ Submit the draft IDP to the Council for adoption.
Ward Councillors	☐ Form a link between the municipal government and the residents. ☐ Link the IDP process to their constituencies and/or wards. ☐ Assist in organising public consultation and participation (with particular reference to the functioning of ward committees). ☐ Monitor the implementation of the IDP with respect to their particular wards.
Municipal Manager and/Directors and Managers	☐ Prepare the IDP Process Plan. ☐ Undertake the day to day management and co-ordination of the IDP process. ☐ Ensure that all relevant stakeholders are appropriately involved and timeously informed. ☐ Nominate persons in charge of different roles. ☐ Ensure that the IDP process is participatory, strategic and implementation orientated and is aligned with and satisfies sector planning requirements. ☐ Respond to comments on the draft IDP. ☐ Ensure proper IDP documentation. ☐ Adjust the IDP in accordance with the proposals of the Provincial Minister of Local Government. ☐ Provide relevant technical, sector and financial information for analysis for determining priority issues. ☐ Contribute technical expertise in the consideration and finalisation of strategies and identification of projects. ☐ Provide departmental operational and capital budgetary information. ☐ Responsible for the preparation of project proposals, the integration of projects and sector programmes.

2.6.2 Role players between Municipality and External role-players

ROLE PLAYER	ROLES AND RESPONSIBILITIES
Govan Mbeki Municipality	☐ Prepare and adopt the IDP Process Plan. ☐ Undertake the overall management and co-ordination of the ☐ IDP process which includes ensuring that : ☐ all relevant role-players are appropriately involved; ☐ appropriate mechanisms and procedures for community participation are applied; ☐ events are undertaken in accordance with the approved time schedule; ☐ the IDP relates to the real burning issues in the municipality; and ☐ The sector planning requirements are satisfied. ☐ Prepare and adopt the IDP. ☐ Adjust the IDP in accordance with the MEC of Local Government's Proposal. ☐ Ensure that the annual business plans, budget and performance management system are linked to and based on the IDP.
Local residents, communities and stakeholders	☐ Represent interests and contribute knowledge and ideas in the IDP ☐ process by participating in and through the Ward Committees or OMAF to ☐ analyse issues, determine priorities, and provide input; ☐ keep their constituencies informed on IDP activities and their outcomes; and ☐ Discuss and comment on the draft IDP.
District Municipality	☐ Same roles and responsibilities as local municipalities but related to the preparation of a District IDP. The District Municipality must also prepare a District Framework (Sec 27 of the MSA).
National and provincial sector departments	☐ Many government services are delivered by provincial and account the programmes and policies of these departments. ☐ The departments should participate in the IDP process so that they can be guided how to use their resources to address local needs. ☐ Contribute relevant information on the provincial sector departments' plans, programmes, budgets, objectives, strategies and projects in a concise and accessible manner.

2.7 ACTIVITIES AND MILESTONES IN THE IDP AND BUDGET PLANNING PROCESS OF 2020/2021

IDP/BUDGET REVIEW

The table below summarises the key activities and milestones in IDP and Budget Planning Process 2020/2021 IDP/Budget review, with particular reference to community participation and stakeholder engagements.

A	M	KEY ACTIVITIES AND MILESTONES IN IDP AND BUDGET PLANNING PROCESS 2020/2021	JUN 19	JUL 19	AUG 19	SEP 19	OCT 19	NOV 19	DEC 19	JAN 20	FEB 20	MAR 20	APR 20	MAY 20	JUN 20
		Mayor approves SDBIP 2020/2021 within 28 days after approval of Budget													M
		Council approve 3 rd Review 2020/2021 IDP and Budget 2020/2021 MTREF												M	
		Council Considers comments on 2020/2021 Draft IDP and Budget												A	
		Ward Committee Meetings: Consultation/ Input on 2020/2021 Draft IDP and Budget											A		
		Council consider 2020/2021 Draft IDP and Budget										M			
		Workshop Draft IDP and Budget 2020/2021 with full Council										A			
		Council approve 2019/2020 Adjustment Budget: Amend SDBIP accordingly									A				
		IDP Sector Engagements : Sector Departments conclude investments for 2020/2021 Budget cycle									A				
		Ward Committee Meetings: Share outcome of Strategic Planning Session									A				
		Budget Steering Committee Meeting: Consider Table Draft 2020/2021 Capital Budget and adjustment budget 2019/2020 Inputs								A					
		Directors submit departmental capital budget to budget office to compile draft budget								A					
		Council approve resolutions of Strategic Planning Session								M					
		High level Strategic Planning Session with IDP & Budget Steering Committee						A							
		Council Approves 2019/2020 Annual Financial Statements						M							
		Attend Provincial IDP Engagements (Intergovernmental Planning and Strategy Alignment)						A							
		Public IDP sessions all wards : Community inputs / Review Development Needs 2020/2021													
		Public Engagement Sessions in all Ward: Review Service Delivery and Development Needs 2020/2021													
		Signing of new performance Contracts for Section 57 Managers 2019/2020		M											
		Council approves 2020/2021 IDP & Budget Process Plan	A												



CHAPTER 3: MUNICIPAL PROFILE / SITUATIONAL ANALYSIS

Acknowledgement is given to the data of STATSA which assisted the municipality in the planning and strategic decision-making process. Statistical information in this Chapter is derived from:

- ❑ The Community Profiles of the past three (3) Census Counts of 1996, 2001 & 2011
- ❑ The Two (2) Community Surveys (sample based): Community Survey 2007 & Community Survey 2016) conducted from 1996 until 2016.
- ❑ Community Surveys 2016 data has been adjusted to new municipal boundaries of 2016.
- ❑ Data was compared across all community profiles at local municipality level to show changes over time.
- ❑ Presentation excludes analysis of the reasons behind presented situation and what will happen in future

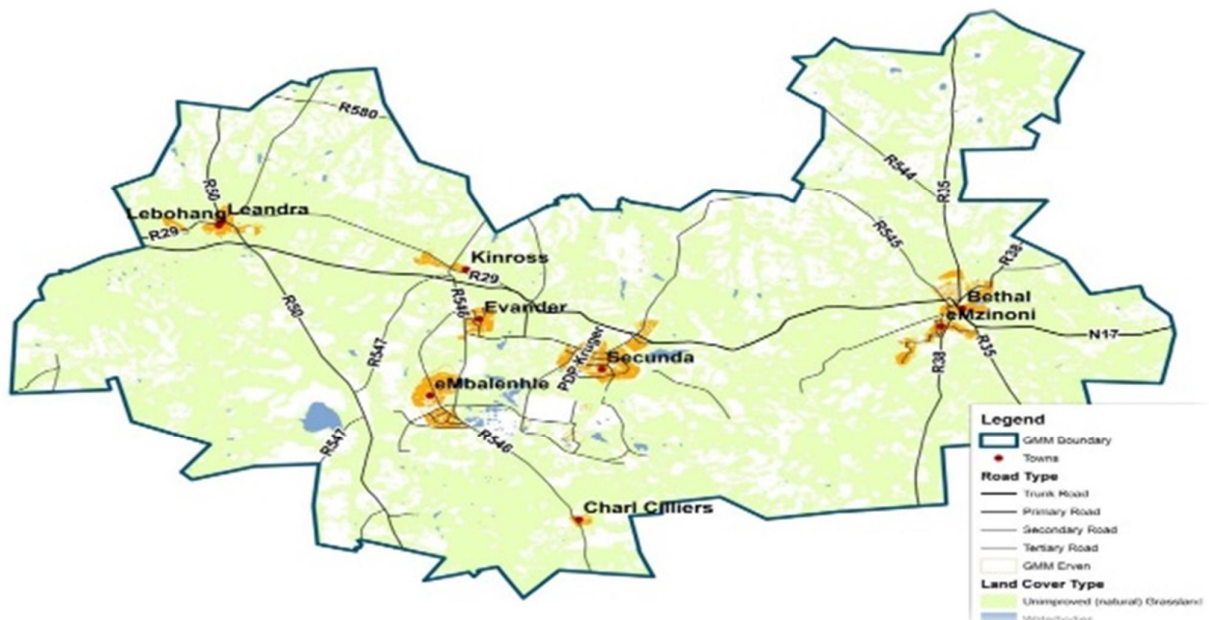
3.1 GEOGRAPHIC LOCATION: GREATER GOVAN MBEKI AT A GLANCE

Govan Mbeki Local Municipality is situated in the south-eastern part of Mpumalanga Province, abutting Gauteng Province in the south-west; approximately 150km east of Johannesburg and 300km south-west of Nelspruit (capital city of Mpumalanga).

Govan Mbeki Municipality is one of the 7 local municipalities under the jurisdiction of Gert Sibande District (the other districts being Ehlanzeni and Nkangala) and one of the 18 local municipalities within Mpumalanga. The Govan Mbeki area is mainly agricultural / rural with 3 urban conglomerates, namely; Leandra (Leslie, Lebohang and Eendracht) in the western edge, The Greater Secunda (Trichardt, Evander, Kinross and Secunda / Embalenhle) conurbation in the central part and Bethal / Emzinoni in the east.

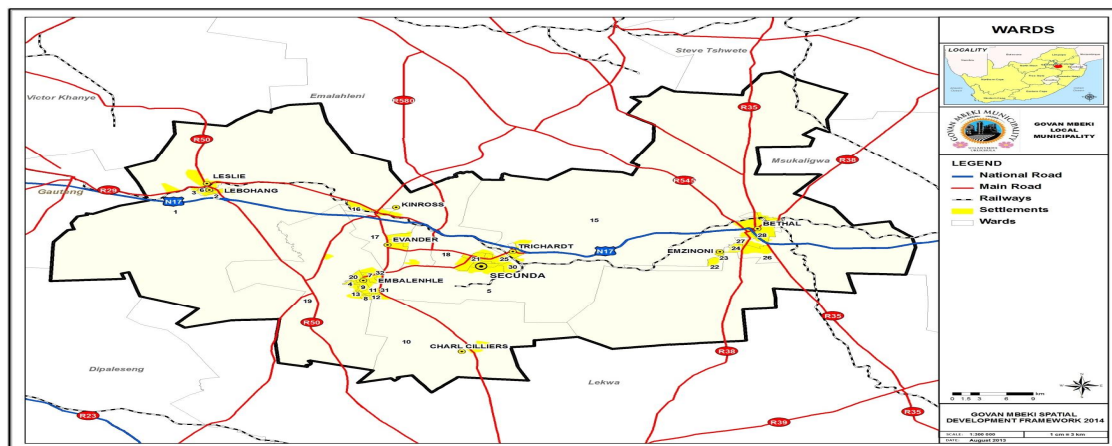
Before 1995 all the above mentioned towns were separate local authorities. As far as its regional context is concerned, Govan Mbeki is situated on the Gauteng/Richards Bay Corridor formed by the National Road N17 and the Richards Bay rail line running through the area in an east-west direction.

Govan Mbeki has the most diversified economy within the Gert Sibande District, dominated by the petrochemical industry (the SASOL II and III complexes) and coal and gold mining. Govan Mbeki has the largest underground coal mining complex in the world which makes it an important strategic area within the national context.



3.1.1 Municipal Wards

The municipality comprises of 8 towns and structured into 32 electoral wards which cover an area of 2 958m2.



The breakdown of wards details are as follows:

WARD INFORMATION	
WARD NAME/ AREA	WARD NAME/ AREA
1 Leandra and part of Kinross	17 Evander and farms
2 Lebohang	18 Evander and Secunda
3 Lebohang	19 Embalenhle and farms
4 Embalenhle	20 Embalenhle
5 Secunda	21 Secunda
6 Lebohang	22 Emzinoni
7 Embalenhle	23 Emzinoni
8 Embalenhle	24 Emzinoni
9 Embalenhle	25 Secunda and Trichardt
10 Embalenhle and Charl Cilliers	26 Emzinoni
11 Embalenhle	27 Emzinoni
12 Embalenhle	28 Bethal and Emzinoni
13 Embalenhle	29 Embalenhle
14 Embalenhle	30 Secunda
15 Bethal	31 Embalenhle
16 Kinross	32 Embalenhle

3.2 DEMOGRAPHIC OVERVIEW GOVAN MBEKI MUNICIPALITY

The situational analysis and statistics presented in this chapter indicate the developmental challenges, existing trends and conditions that impact on the Govan Mbeki Municipal Area, as such, poverty, unemployment, and service delivery backlogs. This is crucial as it provides the Municipality and its social partners with deep insight into local socio-economic trends and how they impact on development.

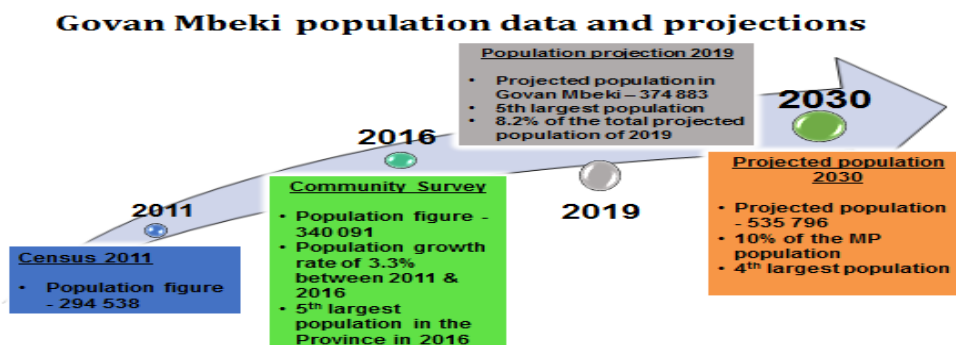
3.2.1 POPULATION PROFILE AND SIZE

According to Stats SA (2016 Community Survey - CS), Govan Mbeki's population increased from 294 538 in 2011 to 340 091 people in 2016 – 5th largest population in the province and 30% of total population of Gert Sibande in 2016 making it the 1st largest population in the Gert Sibande District.

This could be the result of people migrating to the municipality seeking job opportunities as Govan Mbeki is considered to be one of the economical hub of Mpumalanga for job seekers. Population grew by 45 553 in the relevant period and recorded a population growth rate of 3.3% (2nd highest in Mpumalanga) per annum between 2011 & 2016.

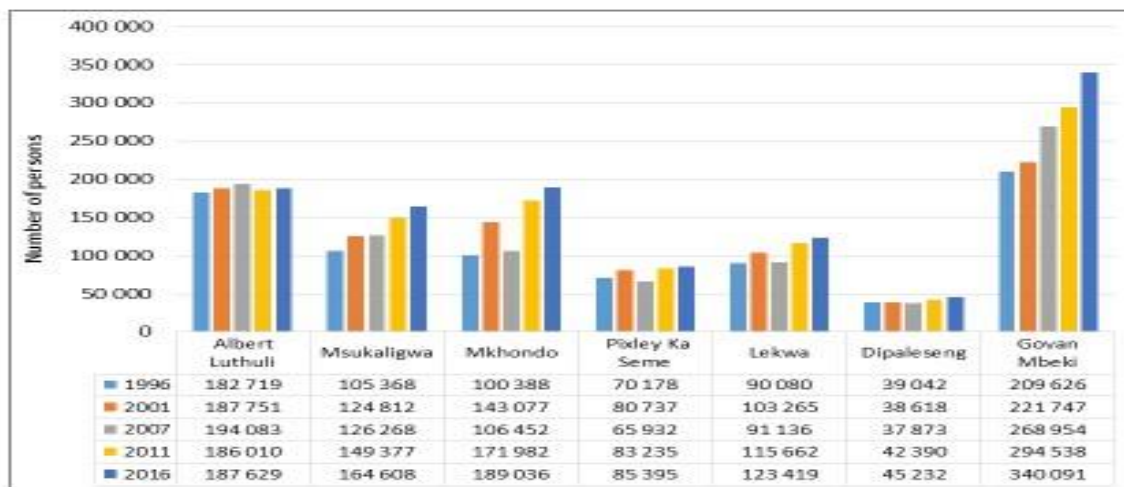
The population number for 2019 is estimated at 374 883 people (4th highest and 8.2% of the MP Population in 2019) and in 2030 estimated at 535 796 (10.2%) given the historic population growth per annum – will put pressure on the infrastructure, service delivery and economic/employment opportunities.

The number of households in Govan Mbeki increased from 83 874 in 2011 to 108 894 households (25 020 households increase) in 2016 - represents 32.6% of the Gert Sibande household figure – household size declining from 3.5 to 3.1 in the same period.



The figure below indicate the population distribution of Govan Mbeki in comparison to the Gert Sibande district and it is clearly that Govan Mbeki is under increasingly pressure due to increase in population growth.

POPULATION DISTRIBUTION



Source: Stats SA Community Profile (1996, 2001, 2007, 2011 & 2016)

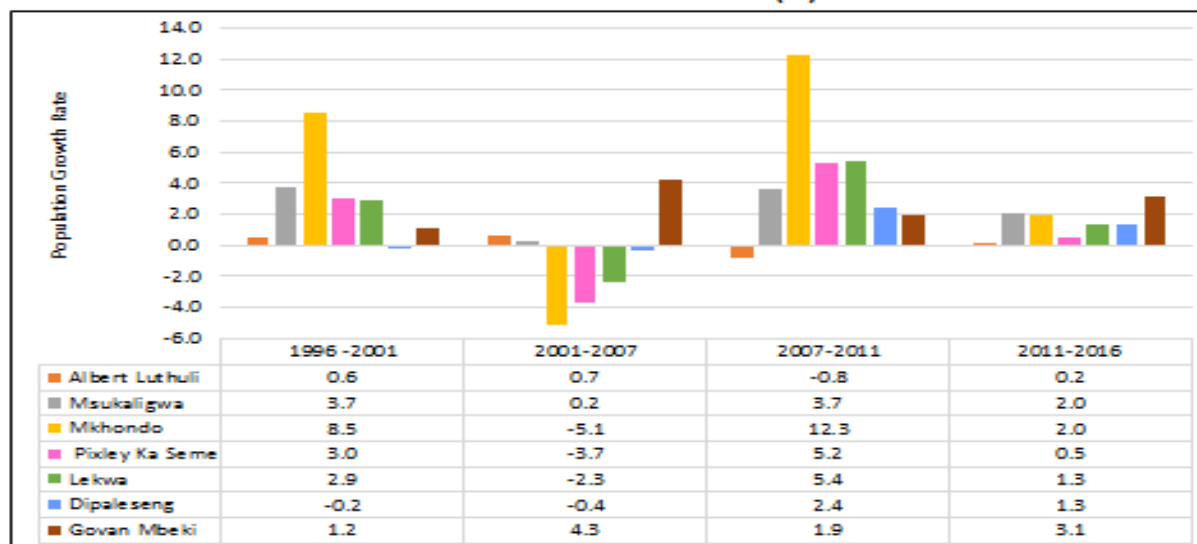


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Govan Mbeki is the most prominently 2nd fastest growing population with an annual population growth rate of 3.1% in the whole of the Mpumalanga Province after Steve Tshwete with a population growth of 4.29%

A population growth of this proportion is likely to place strain on existing backlogs and the municipality's ability to effectively service the community. Because of the increase in households which directly demand services.

POPULATION GROWTH RATE (%)



Source: Stats SA Community Profile (1996, 2001, 2007, 2011 & 2016)



THE SOUTH AFRICA I KNOW, THE HOME I UNDERSTAND

The existing population within the developed areas of Govan Mbeki (urban and rural) totals 340 091 representing 108 894 households, at an average of 3.3 people per household and a population growth rate of 3.1. Youth population (15-34 years) forms 41.1% of the total population.

The share of the female population in 2016 according to the CS was 48.0% and males 52.0%.

3.2.2 AGE AND GENDER DISTRIBUTION

Age and gender of the population are the key determinant of population dynamic and can influence the current and future needs and spending of the municipality.

2011 Census Population Size				2016 Community Survey Population Size			
Age	Male	Female	Grand Total	Age	Male	Female	Grand Total
0 - 4	15129	15176	30305	00-04	14866	14931	29796
5 - 9	12843	12761	25604	05-09	15040	14725	29766
10 - 14	11778	11517	23295	10-14	12999	13165	26164
15 - 19	12898	12842	25740	15-19	15709	14773	30481
20 - 24	17261	14449	31710	20-24	19121	15683	34805
25 - 29	18512	14829	33341	25-29	23295	19082	42377
30 - 34	14306	11136	25441	30-34	17572	14691	32264
35 - 39	11027	9795	20822	35-39	13397	11550	24947
40 - 44	9202	8910	18112	40-44	10364	9294	19658
45 - 49	8330	8689	17019	45-49	9383	9153	18536
50 - 54	7741	7338	15079	50-54	8017	7277	15294
55 - 59	5608	5021	10629	55-59	7127	6259	13386
60 - 64	3272	3308	6580	60-64	4121	4214	8334
65 - 69	1962	2321	4283	65-69	2931	3089	6020
70 - 74	1020	1834	2854	70-74	1832	2359	4191
75 - 79	703	1123	1826	75-79	614	1237	1851
80 - 84	328	717	1045	80-84	435	1073	1508
85+	291	560	851	85+	116	595	711
Grand Total	152211	142326	294538	Grand Total	176939	163152	340091

The analysis of the age and gender distribution of Govan Mbeki Municipality particularly highlight growth trends, the gender ratio, and functional age categorisation and how the age distribution impacts dependency on the working population.

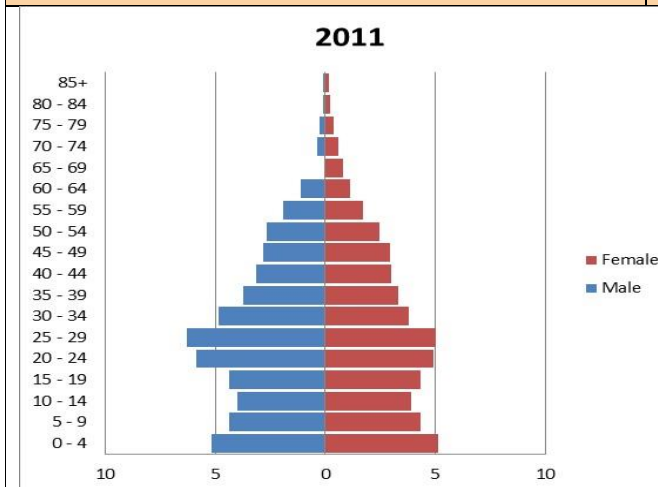
These statistics provide important insights into the age groups, where the bulk of the population is located and to target government, civil society and non-governmental programmes more effectively.

The 65 year and older age group gives an indication of persons that have retired and are elderly and potentially no longer economically active. It highlights the gender distribution for the GMM, based on the differentiation between male and female according to age groups.

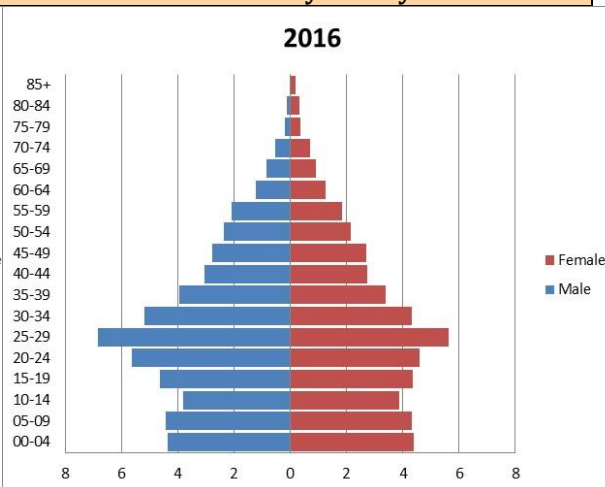
The age and gender distribution for Govan Mbeki is predominantly evenly spread out with males (52%) dominating females (48%) as can see from the below figure 3.2.2 comparison between 2011 and 2016.

The 0 to 14 age group provides an indication of those persons still dependent on their parents and that are thus not economically active, whilst the 15 to 64 year age group shows persons potentially economically active within the population.

Figure 3.3.2 Age in completed years by Gender Census 2011



Figures 3.3.2 Age in completed years by Gender 2016 Community Survey



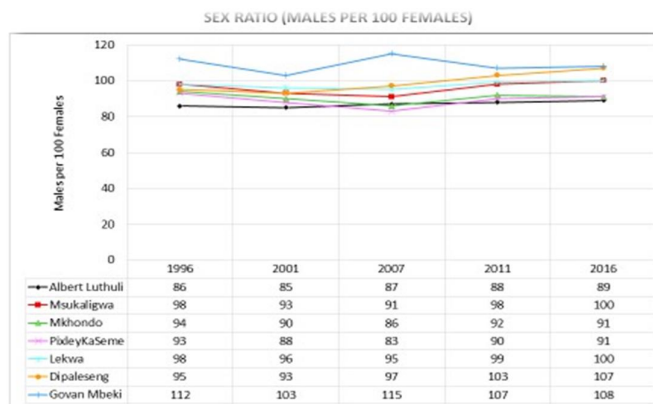
Age in completed years by Gender for Person weighted, MP307: Govan Mbeki							
Census 2011				2016 Community Survey			
Age	% Male	% Female	Grand Total	Age	% Male	% Female	Grand Total
0 - 4	-5.1	5.2	10.3	00-04	-4.37	4.39	8.76
5 - 9	-4.4	4.3	8.7	05-09	-4.42	4.33	8.75
10 - 14	-4.0	3.9	7.9	10-14	-3.82	3.87	7.69
15 - 19	-4.4	4.4	8.7	15-19	-4.62	4.34	8.96
20 - 24	-5.9	4.9	10.8	20-24	-5.62	4.61	10.23
25 - 29	-6.3	5.0	11.3	25-29	-6.85	5.61	12.46
30 - 34	-4.9	3.8	8.6	30-34	-5.17	4.32	9.49
35 - 39	-3.7	3.3	7.1	35-39	-3.94	3.4	7.34
40 - 44	-3.1	3.0	6.2	40-44	-3.05	2.73	5.78
45 - 49	-2.8	3.0	5.8	45-49	-2.76	2.69	5.45
50 - 54	-2.6	2.5	5.1	50-54	-2.36	2.14	4.5
55 - 59	-1.9	1.7	3.6	55-59	-2.1	1.84	3.94
60 - 64	-1.1	1.1	2.2	60-64	-1.21	1.24	2.45
65 - 69	0.7	0.8	1.5	65-69	-0.86	0.91	1.77
70 - 74	-0.4	0.6	1.0	70-74	-0.54	0.69	1.23
75 - 79	-0.2	0.4	0.6	75-79	-0.18	0.36	0.54
80 - 84	-0.1	0.2	0.4	80-84	-0.13	0.32	0.44
85+	-0.1	0.2	0.3	85+	-0.03	0.18	0.21
Grand Total	52	48	100	Grand Total	52.03	47.97	100

(Source for the illustration is based on the Stats SA census 2011 and Stats SA, Community Survey 2016)

3.3 SEX RATIO MALE PER 100 FEMALES

The male population in Govan Mbeki is higher than female population in Govan Mbeki. The gender ratio in 2011 was 106.95 males per 100 females, which had changed to 108.45 males per 100 females in 2016.

Such high sex ratio towards man are mainly due to a due to beneficial employment opportunities as more men living in Govan Mbeki seeking for job opportunities in the various industries across the district which are manufacturing, industrial and mining companies.



Source: Stats SA Community Profile (1996, 2001, 2007, 2011 & 2016)

STATS SA

THE SOUTH AFRICAN BUREAU OF STATISTICS



Although the sex ratio is most favourable to reap a demographic dividend. If people are not able to work other potential threats will developed such as an increase in poverty, high unemployment rates, pressure on the infrastructure and basic service delivery. It is also worth mentioning that the older population is increase and this will result into older people dependent on specialized housing and care.

Population composition 60+							
2011 Census Population 60+				60+			
Age	Male	Female	Grand Total	Age	Male	Female	Grand Total
60 - 64	3272	3308	6580	60-64	4121	4214	8335
65 - 69	1962	2321	4283	65-69	2931	3089	6020
70 - 74	1020	1834	2854	70-74	1832	2359	4191
75 - 79	703	1123	1826	75-79	614	1237	1851
80 - 84	328	717	1045	80-84	435	1073	1508
85+	291	560	851	85+	116	595	711
Grand Total	7576	9863	17439	Grand Total	10049	12567	22616

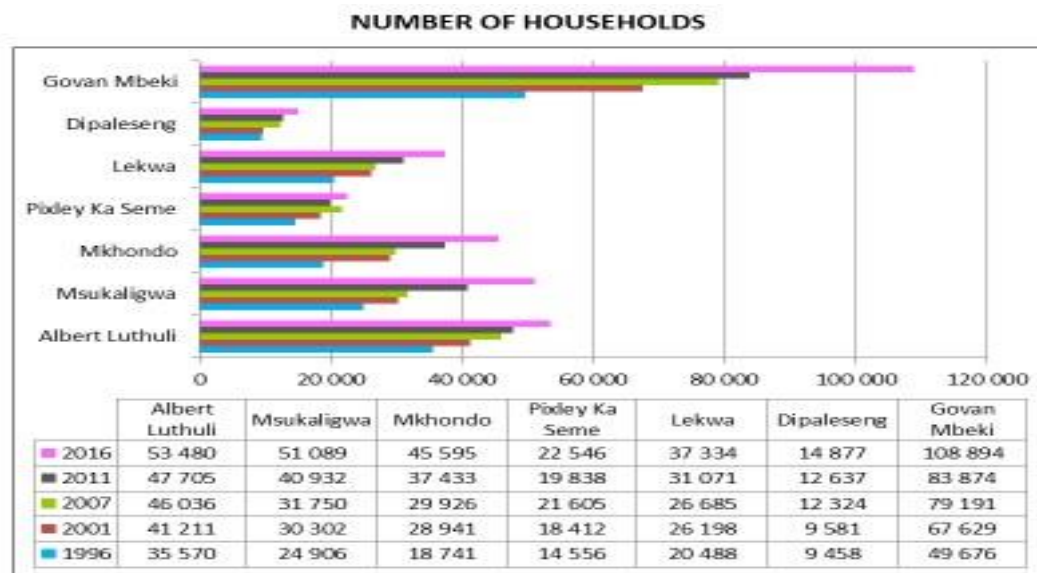
(Source for the illustration is based on the Stats SA census 2011 and Stats SA, Community Survey 2016)

3.4 HOUSEHOLD PROFILE AND SERVICES

This section also provides information on the household profile and services for residents living within the Govan Mbeki municipal area. To ensure basic service delivery to all, municipal budget allocations should be informed by credible and accurate assumption regarding the number of households within a municipal area. According to Census 2011 and the recent 2016 Community Survey done by Stats SA.

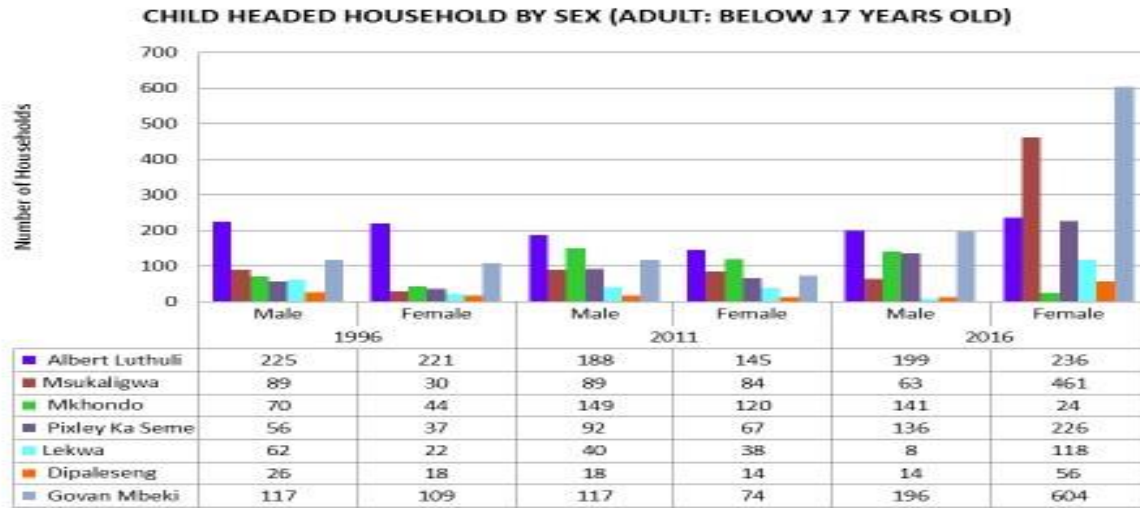
The number of households for the Govan Mbeki Municipal Area increased from 83874 in 2011 to 108894 in 2016 . The statistical data offers insight into the fact that Govan Mbeki has experienced the highest population and household growth annually.

An annual growth increase of 5.80% in the total number of households within the municipal area and rank Govan Mbeki as the fastest growing population in Gert Sibande district with an Average Household size of 3.12%.



Source: Stats SA Community Profiles (1996, 2001, 2007, 2011 & 2016)

From the child headed households by sex, age under 17 years old it can be seen that, Govan Mbeki have the highest number of child headed households within the Gert Sibande District of whom mainly girls under the age of 17 are the headed households.



Source: Stats SA Community profile (1996, 2001, 2011 & 2016)



THE SOUTH AFRICA I KNOW: THE MORE I UNDERSTAND

A sizeable number of the households within the municipality do have access to basic services viz; water, electricity, sanitation, refuse removal as depicted on the table below.

Household Profile and Services: Govan Mbeki					
Indicator		Years	Mpumalanga	Gert Sibande	Govan Mbeki
No. of households		1996	670 854	173 395	49 676
		2001	830 984	222 274	67 629
		2011	1 075 488	273 490	83 874
		2016	1 238 861	333 815	108 894
Annual Growth Rate of HH's (%)		1996-2001	4.28	4.97	6.17
		2001-2011	2.58	2.07	2.15
		2011-2016	3.14	4.43	5.80
Average HH size		1996	4.51	4.40	3.86
		2001	3.93	3.94	3.13
		2011	3.72	3.77	3.48
		2016	3.50	3.40	3.12
% of HHs with access to:	Water(municipal tap)	1996	82.79	80.79	96.36
		2001	84.59	82.43	96.69
		2011	74.34	81.92	95.42
		2016	80.53	87.88	96.61
	Electricity(lightin g)	1996	51.83	44.68	52.59
		2001	69.12	58.56	71.27
		2011	86.67	83.60	90.55
		2016	89.99	88.52	93.68
	Sanitation(flush/ Chemical)	1996	33.81	48.60	72.78
		2001	43.62	59.08	77.65
		2011	48.22	70.66	92.61
		2016	49.00	70.18	94.67
	Refuse Removal(At least once a week)	1996	33.83	51.38	79.14
		2001	36.06	54.11	82.92
		2011	42.41	63.55	91.75
		2016	39.39	54.33	70.32



Household Profile and Services: Govan Mbeki					
Indicator		Years	Mpumalanga	Gert Sibande	Govan Mbeki
Tenure Status	% ownership	1996	83.62	77.08	79.55
		2001	60.43	48.84	51.27
		2011	59.48	50.60	51.98
		2016	68.60	59.52	56.54

(Source for the illustration is based on the Stats SA census 2011 and Stats SA, Community Survey 2016)

3.4.1 HOUSEHOLD SERVICES SITUATION IN GOVAN MBEKI

- ❑ Good improvement with household services in Govan Mbeki between 2011 and 2016 according to the CS of StatsSA. Some challenges with especially informal dwellings.
- ❑ Number of informal dwellings improved slightly from 23 365 in 2011 to 22 212 in 2016 – decrease of 1 153 households – 20.4% (one-quarter) of the households still living in informal dwellings.
- ❑ The number of households with access to piped water 107 191 households with a share of 98.4% of households having access to water - 1 704 or 1.6% of households without access to piped water.
- ❑ Number of households with access to flush/chemical toilets improved in the relevant period- Access of 103 086 households or 94.7% of households – 726 households without any toilet facilities (no toilets).
- ❑ Households with connection to electricity 102 752 in 2016 – the share of households connected to electricity improved to a level of 94.4% – 5 487 households not connected to electricity at all (none).
- ❑ In general a good performance of Govan Mbeki in terms of the Blue (quality of water aspects) and critical risk pertaining to Green Drop (waste water services) scores and reports.

3.5 SOCIO-ECONOMIC DEVELOPMENT

The Socio-Economic Development Indicators of Govan Mbeki Local Municipality are recorded as per below table. The table illustrates the distribution of average monthly household income within the GMM. Households in this instance can be classified as poor, when their average monthly household income equates to anything between the margins of no income to R3 200 per month. When taking this into consideration with the information provided in the table above the majority of employed persons in the municipality earn a low income. Approximately 62% of the employed population earn a salary between R1 and R38 400 annually, which sets the basis for a low paid labour force and high poverty rates in GMM.

Socio-Economic Development		Years	Mpumalanga	Gert Sibande	Govan Mbeki
Human Development Index (includes literacy rate, life expectancy & HH income: 0= worst to 1=best)		2001		1	1
		2010		1	1
Gini-coefficient		2001		1	1
		2010		1	1
Poverty Rate		2001		51	36
		2010		47	34
Unemployment rate(strict definition)	General(15-65 years)	1996	35	33	30
		2001	43	43	40
		2011	32	30	26
	Persons with Disability(15-65 years)	1996	41	42	40
		2001	44	46	46
	Women(15-65 years)	1996	47	47	48



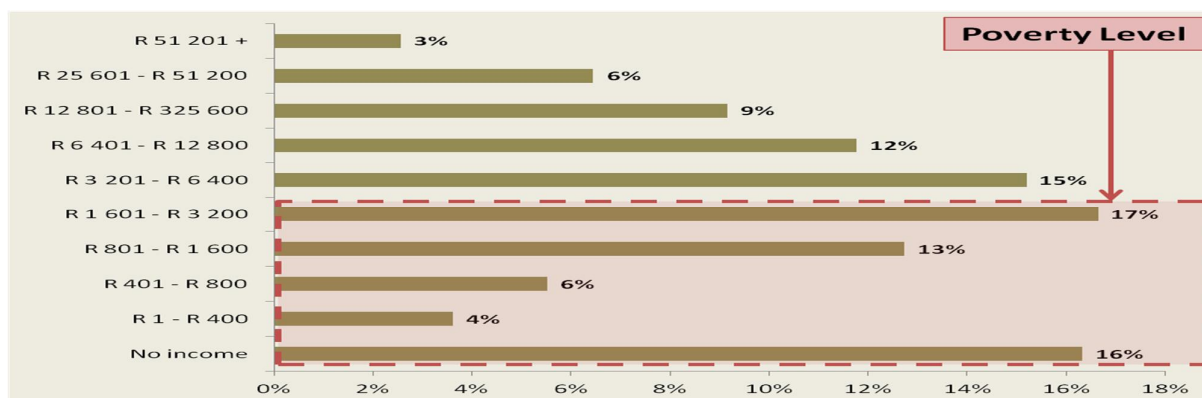
	Youth(15-35 years)	2001	54	55	56
		2011	39	38	35
		1996	42	40	37
		2001	53	52	51
		2011	40	38	34
Socio-Economic Development		Years	Mpumalanga	Gert Sibande	Govan Mbeki
Household Income	R 1 - R 4800	2011	56 376	13 166	2 994
	R 4801 - R 9600		94 174	21 798	4 585
	R 9601 - R 19 600		199 651	49 366	10 574
	R 19 601 - R 38 200		213 459	54 122	13 821
	R 38 201 - R 76 400		142 599	37 104	12 620
	R 76 401 - R 153 800		94 878	25 450	9 773
	R 153 801 - R 307 600		66 100	18 013	7 601
	R 307 601 - R 614 400		36 749	10 275	5 354
	R 614 001 - R 1 228 800		11 052	3 253	2 124
	R 1 228 801 - R 2 457 600		3 045	974	588
	R 2 457 601 or more		2 204	613	280
Social grant beneficiaries in absolute numbers (Sept 2012)	Old Age	(Sept 2012)	200 618	50 184	7 272
	War Veteran		26	5	0
	Disability		75 385	22 617	2 802
	Foster Care		23 799	7 371	1 094
	Care Dependency		7 592	1 930	195
	Child Support		517 273	121 401	10 321
	Grant-in-Aid		2 428	510	85

(Source for the illustration is based on the Stats SA census 2011 and Stats SA, Community Survey 2016)

Of the total number of households within Govan Mbeki LM, 56% fall within the poverty range as can see form the illustration below .This poses significant challenges when related to the quality of life of these households, not being able to afford school fess, lack of medical care, lack of food and lack of services.

The share of population in Govan Mbeki below the so-called lower-bound poverty line (of Stats SA) deteriorated from 30.2% in 2014 to 34.6% in 2017.Govan Mbeki's share of population below the lower-bound poverty line was however, the 4th lowest (favourable) among the municipal areas.The number of people below the lower bound poverty line was high at almost 111 815. According to the 2016 CS of Stats SA, the so-called poverty headcount (multi-dimensionally) of Govan Mbeki however, improved from 4.5% in 2011 to 3.9% in 2016 and was lowest in the Province – the so-called poverty intensity, increased also slightly from 42.0% to 42.5% in the same period.

Poverty Level with regards to Households monthly income distribution in the Govan Mbeki LM



(Source for the illustration is based on the Stats SA census 2011)

3.6 HIGHEST EDUCATIONAL ATTAINMENT (20+ YEARS)

The Figure below is an indication of the education levels of persons 20 years of age and higher within the Govan Mbeki.

Socio-Economic Development		Years	Mpumalanga	Gert Sibande	Govan Mbeki
Highest Educational attainment(20+ years)	No schooling	1996	30	29	20
	Matric only		15	13	16
	Matric +		5	5	7
	No schooling	2001	29	26	16
	Matric only		18	16	21
	Matric +		6	5	7
	No schooling	2011	14	13	8
	Matric only		30	29	33
	Matric+		9	9	12
	No schooling	2016	18	17	13
	Matric only		21	21	26
	Matric+		4	4	6

(Source for the illustration is based on the Stats SA census 2011 and Stats SA, Community Survey 2016)

According to the 2016 CS of StatsSA, the population in Govan Mbeki aged 20+ completed grade 12, increased from 82 235 in 2011 to 107 061 (increase of 24 286) in 2016 – an increase of 30.2% in the relevant period. Govan Mbeki's grade 12 pass rate improved from 71.3% in 2011 to 73.0% in 2017 – 6th lowest/worst among the municipal areas of the Province.

3.7 HEALTH STATUS GOVAN MBEKI

In analysing the population growth, it is important to also take into account the HIV/Aids prevalence for the municipality, as the incidence of HIV/Aids will have a distinct effect on the population totals in the future.

HEALTH STATUS GOVAN MBEKI LOCAL MUNICIPALITY		
Causes of death	Year	Percentage
Anti-natal HIV prevalence rate (%)	2009	40
	2010	33

(Source for the illustration is based on the Stats SA census 2011)

The Following causes of death in Govan Mbeki Municipality (2009) were cited in social development departmental report. :

☐ Influenza and pneumonia ☐ Tuberculosis ☐ Other external causes of accidental injury ☐ Intestinal infectious diseases ☐ Certain disorders involving the immune mechanism ☐ Other forms of heart disease	☐ Human immunodeficiency Virus (HIV) ☐ Diabetes Mellitus ☐ Cerebrovascular diseases ☐ Respiratory and cardiovascular diseases ☐ Chronic lower respiratory diseases
---	--

In order to gain a greater understanding of the prevalence and severity of HIV and AIDS in the area, the District Health Barometer (DHB) was consulted. The DHB provides an overview of the delivery of primary health care in the public health sector across all the provinces and districts and draws data from StatsSA, the antenatal HIV prevalence survey and other relevant sources. The table below reflect on the status of HIV prevalence as recorded in 2011 and it is revealed that approximately 43.5% of women were tested for HIV within GSDM, of which 34% were tested positive.

Overview of HIV Prevalence, 2011		
Indicator	Gert Sibande DM	Mpumalanga Province
Antenatal clients tested for HIV	43.5%	39.0%
Antenatal Clients HIV 1st test positive	34.0%	28.9%
Estimated number of infants born to HIV positive women	93.7%	88.9%
HIV positive infants (tested at 6 weeks)	3.2%	4.6%
HIV pre-test counselled (excluding antenatal)	91.8%	93.4%

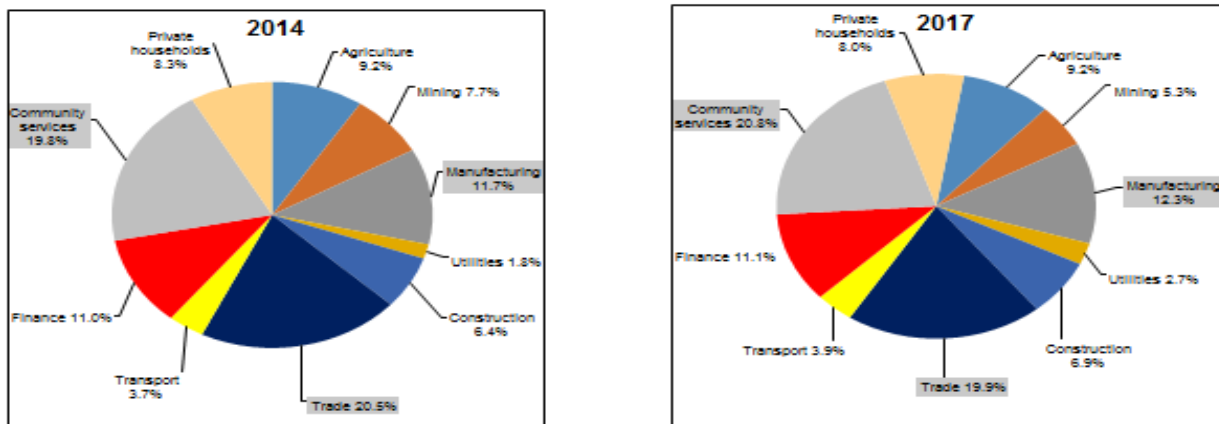
(Source for the illustration is based on the Stats SA census 2011)

When looking at the figures for Mpumalanga Province 39% of women were tested for HIV and 28.9% were tested positive. An alarming estimated 93.7% of infants are born to HIV positive women in GSDM, compared to 88.9% for the Mpumalanga Province.

Only 3.2% of babies tested for HIV at 6 weeks of age within GSDM are tested positive compared to 4.6% for the province. The table further shows that 91.8% of individuals who under-went HIV.

3.8 EMPLOYMENT BY INDUSTRIES

Employment by industry in Govan Mbeki



2

The largest employing industries in Govan Mbeki community services, trade (including tourism), mining, manufacturing, finance and agriculture. High labour intensity in industries such as agriculture.

The unemployment rate of Govan Mbeki increased from 22.4% in 2013 to 23.3% in 2017. Govan Mbeki's unemployment rate was however, the 3rd lowest among all the municipal areas of Mpumalanga. Increase in employment level between 2014 and 2017, but at a slow rate. Only more or less 2 900 new employment opportunities per annum in the 3 year period.

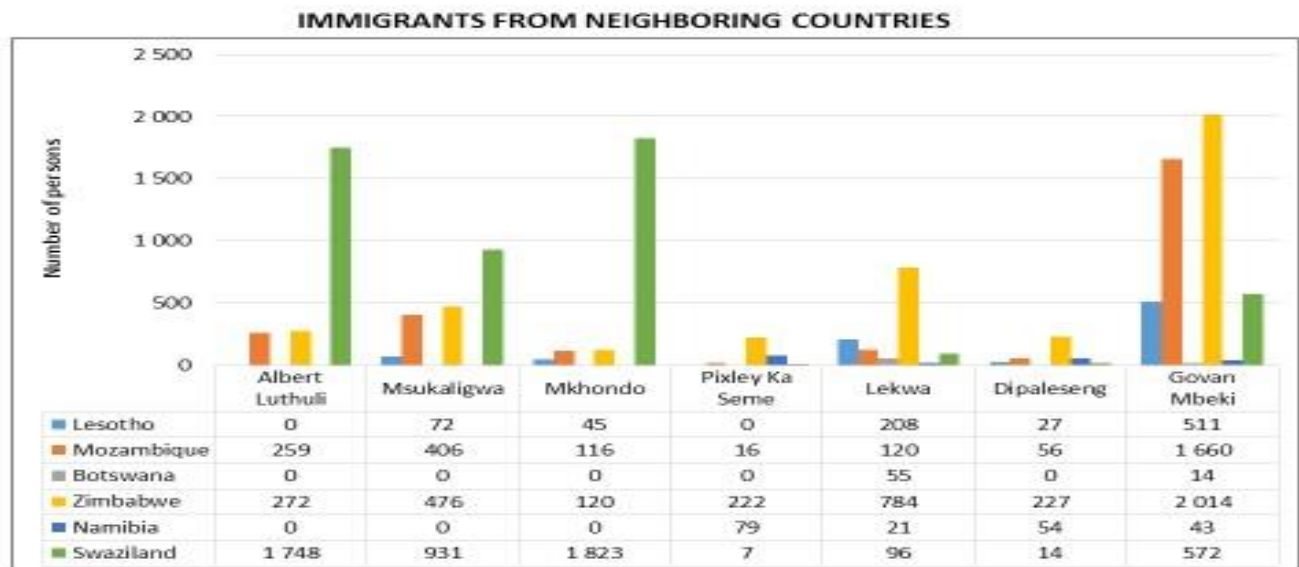


From the table below it is clear that the mining sector (39%) and manufacturing sector (24%) contributes the most in terms of GDP, and as a result the economy is concentrated with a Tress of 62.5.

Govan Mbeki's sector GDP contributions, percentage shares of the economy and Tress Index ranking per sector			
Economic Sector	GDP (Rands)	% Share	Tress Index Ranking
Mining	10 574 495 600	39%	9
Manufacturing	6 590 891 943	24%	8
Wholesale and trade	4 168 093 454	15%	7
Government and community service	2 396 477 705	9%	6
Business services	1 338 062 167	5%	5
Transport	1 189 554 953	4%	4
Agriculture	367 050 120	1%	3
Construction	354 147 947	1%	2
Electricity and water	351 098 875	1%	1
Total:	27 329 872 764	100%	n.a.
Tress Index: 62.5			

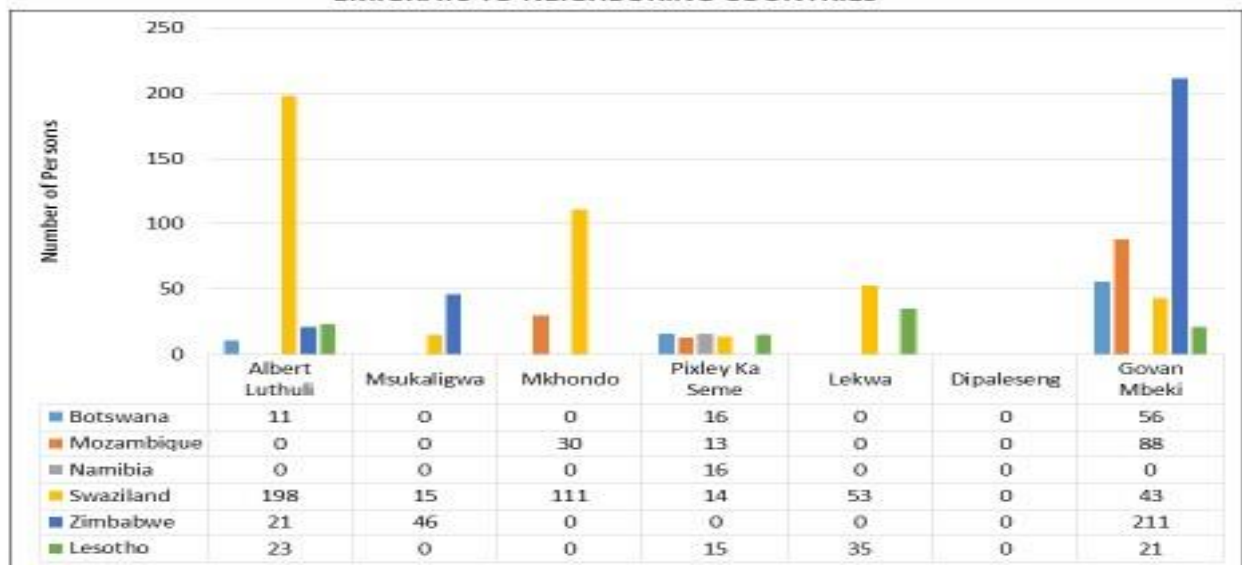
(Source: Regional Economic Indicators, 2011)

3.9 NET-IN/NET-OUT MIGRATION (INTERNATIONAL, PROVINCIAL AND MUNICIPAL 2016)



Source: CS 2016

EMIGRANTS TO NEIGHBORING COUNTRIES



Source: CS 2016



THE SOUTH AFRICA I KNOW, THE HOME I UNDERSTAND

Since Govan Mbeki is the most prominently 2nd fastest growing population with an annual population growth rate of 3.10, according to Community Survey 2016, its migration patterns as well increase since people are moving, seeking for better jobs opportunities.

3.10 ENVIRONMENT (STRATEGIC)

BLUE-DROP STATUS (WATER QUALITY) AND GREEN-DROPS (SOIL QUALITY)		
PERFORMANCE AREA	WEIGHTING	SCORE
GREEN DROP PERFORMANCE		
Water Safety Planning	35%	67
Treatment Process Management	10%	97
DWQ Compliance	30%	73
Management, Accountability	10%	87
Asset Management	15%	79
Bonus Scores	-	2.22
Penalties	-	0.00
BLUE DROP SCORE (2012)		77.55%
2011 Blue Drop Score		77.59%
2010 Blue Drop Score		78.88%
System design capacity (Mℓ/d)		n/a
Operational capacity (% to design)		n/a
Population served		534 823
Average daily consumption (ℓ/p/d)		49.92
Microbiological compliance (%)		97.8%
Chemical Compliance (%)		99.9%

(Source for the illustration is based on the Stats SA census 2011 and Stats SA, Community Survey 2016)

3.11. SUMMARY OF THE SOCIO ECONOMIC CHALLENGES AS PER ANALYSES TRENDS OF DEMOGRAPHIC STATISTICS FOR GOVAN MBEKI

The below Services delivery challenges remain a concern as per the socio economic analysis which are amongst other :

- ☐ Provision of Bulk Infrastructure development across the entire municipal area
- ☐ Construction of Electrical Substations
- ☐ Refurbishment and upgrading of Waste Water Treatment Plant all affected areas, Leandra, Kinross, eMzinoni,
- ☐ Maintenance of Sewerage networks
- ☐ Upgrading of Sewerage Reticulation network in eMbalenhle,
- ☐ Bulk water supply to eMzinoni,
- ☐ Upgrading of Sewerage pump stations,
- ☐ Replacement of AC pipes all effected areas
- ☐ Inadequate Road Infrastructure/Sanitation/Sewerage/Toilet services
- ☐ Electricity and Water Distribution Losses
- ☐ High Eskom and Rand Water Debts
- ☐ Inability to meet financial obligations
- ☐ Social development concerns such as clinics, police stations, schools,
- ☐ Rising in unemployment
- ☐ Creating of Local Economic development opportunities

As a result of abovementioned analysis the municipality will face the following consequences:

- ☐ Closing ng down of mining houses due to dilapidation of mines will increase the unemployment rate as well as the rapid population growth place also a greater demand on the existing infrastructure.
- ☐ Increasing Dependency are a concern as well as the increase in older persons who are dependent as the burden of care for older persons can limit the opportunities of family members to be educated and work – particularly women
- ☐ In this regard the municipality should see the need to invest in the care for older persons should be seen as an integral part of socio-economic development
- ☐ The High Unemployment rate remain a challenge as well as Education and inadequate youth development strategies to respond to the high unemployment.
- ☐ Concerns about the declining matric pass rate the last year of almost 5 percentage points cause a negative impact on youth unemployment – employability of the youth.
- ☐ The challenge is to accommodate the educated young people with portable skills in the area - inadequate economic opportunities. The high unemployed youth & especially females – relatively low level of education and inadequate skills impact negatively on their employability.

CHAPTER 4: INSTITUTIONAL ARRANGEMENTS

Govan Mbeki Municipality is a category B municipality with a Mayoral Executive System and is established in terms of the Local Government Municipal Structures Act No: 117 of 1998. The Municipality consist of 32 wards as promulgated by the Mpumalanga Demarcation Board. The Core business of the Municipality is to render Services efficiently and effectively to its community. The full Council consists of 63 Councillors.

4.1 POLITICAL GOVERNANCE STRUCTURE OF GOVAN MBEKI MUNICIPALITY

The council performs both legislative and executive functions. They focus on legislative, oversight and participatory roles, and have delegated its executive function to the Executive Mayor and the Mayoral Committee. Their primary role is to debate issues publicly and to facilitate political debate and discussion. Apart from their functions as decision makers, Councillors are also actively involved in community work and the various social programmes in the municipal area. The Council of the GMM Municipality comprises of 63 elected Councillors, chaired by the Speaker.

Following the local government elections in August 2016, the composition of council are as follows:

COMPOSITION OF COUNCIL						
Political Party	Number of Councillors	Gender		Council Executive	Name of Councillor	Political Party
		Male	Female			
ANC	36	19	17	Executive Mayor	NF MAboa-Boltman (resigned 05/03/2018) YT Ngxonono (elected 05/03/2018)	ANC
DA	15	7	8	Speaker	NG Zuma	ANC
EFF	9	7	2	Chief Whip	PD Mtshali	ANC
SAPROMO	2	1	1	MMC Councillors	Mahlangu BS (MMC Special Projects) Makhaye SA (MMC Community Services) Ndaba BB (MMC Corporate Services) Nhlapo MD (MMC Technical Services) Nkosi NE (MMC Planning & Development) Zulu NN (MMC Finance)	ANC
FF PLUS	1	1	0	MPAC Chair	CV Gwiji	ANC
Total	63	35	28			

The roles of the Council, Mayoral Committee and the Executive Mayor are summarised as follows:

4.1.1 Council

The Council's primary role is to govern the municipality in a democratic and accountable manner, to perform legislative and executive functions and generally to fulfil its roles and responsibilities as set out in the Constitution of the Republic of South Africa, 1996 (Act 108 of 1996). It focuses on legislative, decision-making, oversight and participatory roles, and has delegated executive functions to the Executive Mayor.

4.1.2 Executive Mayor

The Executive Mayor assisted by the Mayoral Committee, heads the political executive arm of the Municipality. The Executive Mayor is at the centre of the system of governance, since executive powers are vested in her to manage the day-to-day affairs. This means that she has an overarching strategic and political responsibility.

The Mayoral Committee is established in terms of Section 43 of the Structures act, they act as political heads of departments with delegated functions and powers and they are chairpersons of their Port Folio Committees. Section 80 committees known as Portfolio Committees. The MMCs reports to the Executive Mayor. The Council has a Mayoral system, and the Speaker is the Chairperson of the Council. Council conducts.

4.1.3 MPAC

Council established the Municipal Public Accounts Committee (MPAC) to perform an oversight function on behalf of Council over the executive functionaries of the Council. The MPAC inter alia serves as an oversight committee to make recommendations to the Council when it adopts the Oversight Report on the Annual Report in terms of Section 129 of the Local Government: Municipal Finance Management Act, 2003 (Act 56 of 2003) (MFMA).

NAME OF COMMITTEE	FUNCTIONS
MUNICIPAL PUBLIC ACCOUNTS COMMITTEE	The committee shall perform the following functions: ☐ The committee shall report to the Council on its activities; ☐ The committee shall review municipal quarterly and annual reports and report on such reviews to Council and shall develop a comprehensive oversight report on the annual report. ☐ The committee shall monitor the implementation of the IDP and SDBIP and submit reports thereto. ☐ The committee shall oversee policy formulation and implementation. ☐ The committee shall ensure that Council comply with external reporting requirements. ☐ The committee shall examine the financial statements and audit reports of the municipality and consider improvements from previous statements and reports and must evaluate the extent to which recommendations from the AG and Audit Committee has been implemented. ☐ The committee shall promote good governance, transparency and accountability. ☐ The committee shall examine the midyear review in line with the IDP. ☐ The committee shall consider SDBIP reports. ☐ The committee shall recommend any investigation in its area of competence to the Council. ☐ The committee shall request information from Councillors through the Office of the Speaker and from employees through the Office of the Municipal Manager and the relevant MMC Councillor be informed accordingly. ☐ The committee shall perform any other function assigned to it by the Council.

4.1.4 Audit Committee

In compliance with Section 166(2) of the MFMA, Council has an Audit Committee which is an independent body advising the municipal Council, the political office-bearers, the accounting officer and the management staff of the municipality, on matters relating to:

- ☐ Internal financial control;
- ☐ Risk management;
- ☐ Performance management; and
- ☐ Effective governance.

4.1.5 Mayoral/Portfolio Committees

Five (5) Section 80 committees are established, i.e. Corporate Services, Planning and Development, Technical Services, Financial Services and Community Services, to advise the Executive Mayor on policy matters and any other matter to be considered by the Executive Mayor. Portfolio Committees are assigned to focus on specific functional areas of the Municipality and can only make decisions on specific functional issues if delegations have been granted to them. The members are appointed by Council. The chairpersons appointed by the Executive Mayor are full-time Councillors and form part of the Mayoral Committee. Its functional responsibility area is linked to that of the Executive Mayor to the extent that he must operate together with the members of the mayoral committee.

Its primary task is to assist the Executive Mayor in the execution of his powers - it is in fact an extension of the office of Executive Mayor. The committee has no powers on its own – decision making remains that of the Executive Mayor.

NAME OF COMMITTEE	FUNCTIONS
COMMUNITY SERVICES PORTFOLIO COMMITTEE	The committee shall perform the following functions in relation to the departmental purpose: ☐ Approval of departmental reports to be tabled to the Executive Mayor and Council, inclusive of recommendations. ☐ Consideration of monthly and quarterly departmental reports and approval thereof for submission to Council, inclusive of recommendations. ☐ Monitoring departmental expenditure ☐ Monitoring of implementation of SDBIP and capital projects of the department. ☐ Monitoring the implementation of resolutions relevant to the department. ☐ Monitoring the establishment of departmental policies and by-laws, the implementation thereof and recommend corrective measures to Council. ☐ Review and verification of departmental information to be included in Annual Report. ☐ Consider internal audit reports relevant to the department and make recommendations on necessary corrective measures. ☐ Perform any other function or consider any report referred to it by the Executive Mayor or Council.
CORPORATE SERVICES PORTFOLIO COMMITTEE	The committee shall perform the following functions in relation to the departmental purpose: ☐ Approval of departmental reports to be tabled to the Executive Mayor and Council, inclusive of recommendations. ☐ Consideration of monthly and quarterly departmental reports and approval thereof for submission to Council, inclusive of recommendations. ☐ Monitoring departmental expenditure. ☐ Monitoring of implementation of SDBIP and capital projects of the department. ☐ Monitoring the implementation of resolutions relevant to the department. ☐ Monitoring the establishment of departmental policies and by-laws, the implementation thereof and recommend corrective measures to Council. ☐ Review and verification of departmental information to be included in Annual Report. ☐ Consider internal audit reports relevant to specific department and make recommendations on necessary corrective measures. ☐ Monitoring contract management. ☐ Annual review of Delegation of Authority / Powers. ☐ Perform any other function or consider any report referred to it by the Executive Mayor or Council.
FINANCE PORTFOLIO COMMITTEE	The committee shall perform the following functions in relation to the departmental purpose: ☐ Approval of departmental reports to be tabled to the Executive Mayor and Council, inclusive of recommendations.

NAME OF COMMITTEE	FUNCTIONS
	☐ Consideration of monthly and quarterly departmental reports and approval thereof for submission to Council, inclusive of recommendations. ☐ Monitoring departmental expenditure. ☐ Monitoring of implementation of SDBIP and capital projects of the department. ☐ Monitoring the implementation of resolutions relevant to the department. ☐ Monitoring the establishment of departmental policies and by-laws, the implementation thereof and recommend corrective measures to Council. ☐ Review and verification of departmental information to be included in Annual Report. ☐ Consider internal audit reports relevant to the department and make recommendations on necessary corrective measures. ☐ Review monthly reports on Credit Control & Debt Collection. ☐ Consider all financial reports as required by MFMA before submission to Council, Auditor-General or relevant government departments. ☐ Perform any other function or consider any report referred to it by the Executive Mayor or Council.
PLANNING AND DEVELOPMENT PORTFOLIO COMMITTEE	The committee shall perform the following functions in relation to the departmental purpose: ☐ Approval of departmental reports to be tabled to the Executive Mayor and Council, inclusive of recommendations. ☐ Consideration of monthly and quarterly departmental reports and approval thereof for submission to Council, inclusive of recommendations. ☐ Monitoring departmental expenditure. ☐ Monitoring of implementation of SDBIP and capital projects of the department. ☐ Monitoring the implementation of resolutions relevant to the department. ☐ Monitoring the establishment of departmental policies and by-laws, the implementation thereof and recommend corrective measures to Council. ☐ Monitor the management and sale of municipal property. ☐ Review and verification of departmental information to be included in Annual Report. ☐ Consider internal audit reports relevant to the department and make recommendations on necessary corrective measures. ☐ Perform any other function or consider any report referred to it by the Executive Mayor or Council.
TECHNICAL SERVICE PORTFOLIO COMMITTEE	The committee shall perform the following functions in relation to the departmental purpose: ☐ Approval of departmental reports to be tabled to the Executive Mayor and Council, inclusive of recommendations. ☐ Consideration of monthly and quarterly departmental reports and approval thereof for submission to Council, inclusive of recommendations ☐ Monitoring departmental expenditure. ☐ Monitoring of implementation of SDBIP and capital projects of the department. ☐ Monitoring the implementation of resolutions relevant to the department. ☐ Monitoring the establishment of departmental policies and by-laws, the implementation thereof and recommend corrective measures to Council. ☐ Review and verification of departmental information to be included in Annual Report. ☐ Consider internal audit reports relevant to the department and make recommendations on necessary corrective measures. ☐ Consider monthly reports on the implementation of MIG projects and other projects funded through grants, inclusive of performance by appointed contractors and spending patterns of grant funding. ☐ Perform any other function or consider any report referred to it by the Executive Mayor or Council.

4.1.6 COMMITTEES ESTABLISHED IN TERMS OF SECTION 79 OF THE LOCAL GOVERNMENT MUNICIPAL STRUCTURES ACT, ACT 117 OF 1998

As per Council resolution, A76/09/2016, section 79 and 80 committees have been established that are aimed at intensifying service delivery. Section 79 committees are permanent committees appointed to advise the municipal Council. That the following committees has been established in terms of Section 79 of the Local Government: Municipal Structures Act, Act 117 of 1998:

NAME OF COMMITTEE	MEMBERS
RULES COMMITTEE	Zuma NG (Chairperson) Mahlangu Brenda D Hlolweni S Maseko TM Mofokeng TS Nhlapo MD Nkosi MJ Van Huyssteen NC
MUNICIPAL PUBLIC ACCOUNTS COMMITTEE	Gwiji CV (Chairperson) Jordaan C Klaas NP Mahlangu Brenda D Mathebula SB Mofokeng TS Morajane TA Motloun ME Ndoda NM Nel-Buitendag AD Nhlapo MD* Nkosi MJ Van Huyssteen NC
PUBLIC PARTICIPATION COMMITTEE	Masuku PIP (Chairperson) Hlolweni S Mahlangu Brenda D Mathebula SB Motloun ME Nkosi MJ Njinga SC Van Rooyen EJ
GEOGRAPHICAL NAMES COMMITTEE	Mtsweni TP (Chairperson) Mahlangu Brenda D Mbonani LM Mkhaliphi S Mkhwebane ZA Ndwanyaza PN Nel-Buitendag
COMMUNITY SERVICES PORTFOLIO COMMITTEE	Makhaye SA (Chairperson) Moloto BD Nkabinde ER Nkabinde JB Swart EP Thabethe IM Vilakazi EA

NAME OF COMMITTEE	MEMBERS
CORPORATE SERVICES PORTFOLIO COMMITTEE	Ndaba BB (Chairperson) Denny TM De Vries GR Mahlangu BD Malaza NG Masina NA Shai KJ Sibanyoni SI
FINANCE PORTFOLIO COMMITTEE	Zulu NN (Chairperson) Badenhorst HJ De Vries GR Fourie ME Makola MB Mnisi TR Sebolela JD Sithole LE
PLANNING AND DEVELOPMENT PORTFOLIO COMMITTEE	Nkosi NE (Chairperson) Mahlangu E Mazibuko KD Mstweni MJ Mukhwanazi AO* Nkabinde JB Van Rooyen EJ
SPECIAL PROJECTS PORTFOLIO COMMITTEE	Mahlangu BS (Chairperson) Maseko TM Masuku PIP Mbokazi AV Swart EP Zulu TS
TECHNICAL SERVICE PORTFOLIO COMMITTEE	MD Nhlapo (Chairperson) Chamberlain M Lukhele I Mabizela TM Mokoena BD Mosomane MI* Ntuli SR
GMM APPEAL AUTHORITY	Nkosi NE (Chairperson) Mahlangu E Mazibuko KD Mstweni MJ Mukhwanazi AO* Nkabinde JB Van Rooyen EJ
LOCAL LABOUR FORUM	Ndana BB Mahlangu BD Shai KJ Sibanyoni SA Von Widdern TDC*
HUMAN RESOURCES DEVELOPMENT COMMITTEE	Ndaba BB Mahlangu BD Sibanyoni SI Von Widdern TDC*
The councillors with an asterisk behind their names have not yet been replaced.	

THE POLITICAL EXECUTIVE STRUCTURE AS AT 30 JUNE 2019 IS AS FOLLOWS:

EXECUTIVE MAYORAL TEAM		
 (Cllr. YT Ngxonono) EXECUTIVE MAYOR		
 Cllr CV Gwiji CHAIRMAN MUNICIPAL PUBLIC ACCOUNTS COMMITTEE	 Cllr NG Zuma SPEAKER	 Cllr PD Mtshali CHIEF WHIP
 Cllr MB Makola MMC FOR FINANCE	 Cllr E Nkosi MMC FOR PLANNING AND DEVELOPMENT	  Cllr D Nhlapho MMC FOR TECHNICAL SERVICES (Roads & Electricity) Cllr S Mahlangu MMC FOR TECHNICAL SERVICES (Water & Sanitation)
 Cllr B Ndaba MMC FOR CORPORATE SERVICES	 Cllr A Makhay MMC FOR COMMUNITY SERVICES	 Cllr N Zulu MMC FOR SPECIAL PROJECTS

4.2 EXECUTIVE MANAGEMENT STRUCTURE OF GOVAN MBEKI MUNICIPALITY

The administration arm of Govan Mbeki Municipality is headed by the Municipal Manager as the Chief Accounting Officer of the Municipality. The primary role of the Municipal Manager as the head of administration, is to serve as chief custodian of service delivery and implementation of political priorities. He is assisted by a Management Team, whose structure is outlined in the tables below.

The Municipal Manager has 8 Section 56 managers who report directly to him of which three (3) are Regional Managers. As head of administration the municipal manager of a municipality is, subject to the policy directions of the municipal council, responsible and accountable for:

- ☐ The formation and development of an economical, effective, efficient and accountable administration and responsive to the needs of the local community to participate in the affairs of the municipality;
- ☐ Responsible for the implementation of the municipality's integrated development plan
- ☐ The management of the provision of services to the local community in a sustainable and equitable manner;
- ☐ The appointment of staff, management, effective utilisation and training of staff
- ☐ Advising the political structures and political office bearers of the municipality;
- ☐ Managing communications between the municipality's administration and its political structures and political office bearers
- ☐ Carrying out the decisions of the political structures and political office bearers of the municipality

4.2.1 FUNCTIONAL DISCIPLINES PER DEPARTMENT

MUNICIPAL MANAGER : MM	THE MM IS HEAD OF THE ADMINISTRATION AND ALSO ACCOUNTING OFFICER FOR THE MUNICIPALITY. The Municipal Manager herein refers to the "MM" means a person appointed in terms of section 54 of the Municipal Systems Act. AS HEAD OF THE ADMINISTRATION AND SUBJECT TO THE POLICY DIRECTIONS OF THE COUNCIL, THE MM IS RESPONSIBLE AND ACCOUNTABLE FOR- ☐ The formation and development of an economical, effective, efficient and accountable administration ☐ Equipped to carry out the task of implementing the municipality's integrated development plan in accordance with Chapter 5 of the Local Government: Municipal Systems Act, 2000; ☐ Operating in accordance with the municipality's performance management system in accordance with Chapter 6; and ☐ Responsive to the needs of the local community to participate in the affairs of the municipality. ☐ The MM is also responsible for the managing of the Internal Audit, Risk Management and Project Management		
REGIONAL MANAGERS: Region 1, 2 & 3	<u>REGIONAL MANAGERS ARE RESPONSIBLE FOR THE FOLLOWING SERVICES:</u> <table border="0"> <tr> <td data-bbox="396 1505 906 1768"> ☐ Assist the Municipal Manager (MM) in promoting municipal administration within the framework policy of the Council ☐ Establish and maintain the administration of the region ☐ Implement legislations and by-laws falling within the ambit of the Region </td><td data-bbox="906 1505 1500 1768"> ☐ Managing communications between administration, political structures and office bearers on regional issues in consultation with the MM ☐ Maintenance of discipline ☐ Instruct an official within the region to temporarily perform other duties than those normally assigned to him or her. </td></tr> </table>	☐ Assist the Municipal Manager (MM) in promoting municipal administration within the framework policy of the Council ☐ Establish and maintain the administration of the region ☐ Implement legislations and by-laws falling within the ambit of the Region	☐ Managing communications between administration, political structures and office bearers on regional issues in consultation with the MM ☐ Maintenance of discipline ☐ Instruct an official within the region to temporarily perform other duties than those normally assigned to him or her.
☐ Assist the Municipal Manager (MM) in promoting municipal administration within the framework policy of the Council ☐ Establish and maintain the administration of the region ☐ Implement legislations and by-laws falling within the ambit of the Region	☐ Managing communications between administration, political structures and office bearers on regional issues in consultation with the MM ☐ Maintenance of discipline ☐ Instruct an official within the region to temporarily perform other duties than those normally assigned to him or her.		

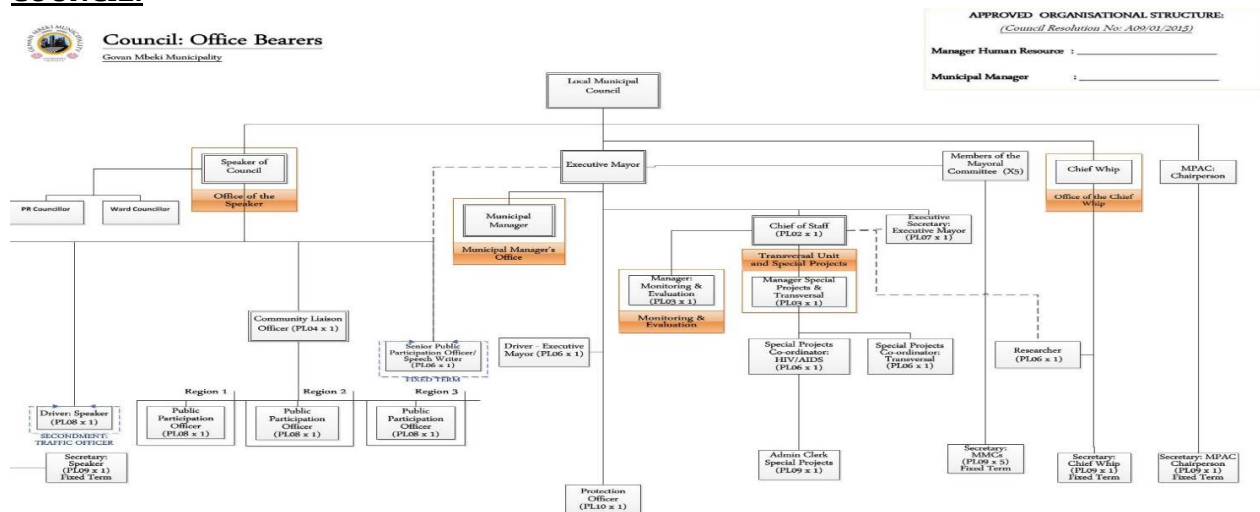
	☐ Monitor the impact and the effectiveness of any services, policies, programmes and plans ☐ Assist the MM in annual review of the IDP ☐ Assist in the development, implementation and review of the municipality's a Performance Management System (PMS)in the Region ☐ Management of provision of services	☐ Report to the MM in respect of the general performance of the region Identify regional needs within the region in consultation with the MM. ☐ Projects ☐ Meter reading/ Cut- offs/ Indigents ☐ Procurement requests ☐ Control and pre-approval of overtime as per the threshold ☐ Risk management/ Risk identification
CHIEF FINANCIAL OFFICER: CFO	<u>DEPARTMENT FINANCIAL SERVICES IS RESPONSIBLE FOR:</u>	
	☐ Revenue Management ☐ Fund Management ☐ Salary Administration ☐ Credit Control ☐ Debt Collection ☐ Supply Chain management ☐ Demand and Acquisition Management ☐ Logistical Management ☐ Supply Chain Administration ☐ Budget and Expenditure Management ☐ Budget and Expenditure Management	☐ Revenue Collection and Debt Management ☐ Asset Management ☐ Asset Register Management ☐ Disposal of Assets ☐ Asset Policy Management ☐ Manage infrastructure Insurance and Leasing of Municipal Assets
DIRECTOR: CORPORATE SERVICES	<u>DEPARTMENT CORPORATE SERVICES IS RESPONSIBLE FOR:</u>	
	☐ Human Resource Management and Development (HR) ☐ HR Practices and Administration Services ☐ HR Utilisation and Capacity Development ☐ HR Organisational Strategy and Planning ☐ Employee Health and Wellness ☐ Employee relations and People Management ☐ Legal and Contract Management ☐ Interpret Legislation and Render Legal Advisory services ☐ Liaison with State Attorney and State Law Advisors ☐ Council Representation on Litigation Matters	☐ Review By-Laws and Enforce ☐ Management of Liquor and Business Licenses ☐ GIS dash boarding ☐ Information Communication Technology ☐ Municipal ICT Operations Management ☐ Implementation of Disaster ICT Management System ☐ Information Technology Support Services ☐ Network Support Services ☐ Administration and Secretariat Services ☐ Manage Municipal Records ☐ Manage Cleaning, Gardening , Messenger and Secretarial Services (Auxiliary Services) ☐ Manage Secretariat Services to Council and Council Committees ☐ Council Administration Management
DIRECTOR: TECHNICAL SERVICES	<u>DEPARTMENT TECHNICAL SERVICES IS RESPONSIBLE FOR:</u>	
	☐ Energy ☐ Electricity Installations ☐ Electricians ☐ Render Electrical Services ☐ Air Quality ☐ Solar Energy	☐ Maintain Municipal Buildings ☐ Maintenance of the Machinery and Equipment Services ☐ Render Mechanical Services ☐ Water and Sanitation

	☐ Roads and Storm Water ☐ Maintain Municipal Roads ☐ Maintain the Storm Water Drainage System ☐ Establish and Maintain Sidewalks ☐ Fleet and Facilities Management	☐ Maintain the Reservoir and Pipeline Services ☐ Monitor and Maintain the Water Bulk Line ☐ Conduct Water Quality Tests ☐ House Connection and Disconnection services ☐ Metre Reading ☐ Construct Minor Reticulation in Settlements ☐ Maintain the Sewer System
DIRECTOR: COMMUNITY SERVICES	<u>DEPARTMENT COMMUNITY SERVICES IS RESPONSIBLE FOR:</u>	
	☐ Environmental Services ☐ Provision and Maintenance of Cemetery Services ☐ Environment Management ☐ Municipal Environmental Health Practices ☐ Parks and Open Spaces ☐ Sport, Recreation, Arts, Culture and Heritage ☐ Facilitate the Implementation of Sports and Recreation Programmes ☐ Manage Municipal Libraries ☐ Develop and Manage Recreation Community Facilities (Thusong Service Centre) ☐ Museums	☐ Emergency and Disaster Management ☐ Disaster Management Services ☐ Provision of Emergency and Fire Services ☐ Safety and Security ☐ Traffic Law Enforcement Services ☐ Drivers and Vehicle Licensing – Road worthy Regulatory Services ☐ Security and Loss Control ☐ By law Enforcement ☐ Waste ☐ Cleansing Services ☐ Waste Operations
DIRECTOR: PLANNING AND DEVELOPMENT	<u>DEPARTMENT PLANNING AND DEVELOPMENT IS RESPONSIBLE FOR:</u>	
	☐ Local Economic Development ☐ Facilitate Develop and Implement Municipal LED, Rural Development and Tourism Strategy ☐ Mobilise and coordinate Public / Private Sector Support to Municipal LED, Rural Development and Tourism Programmes ☐ Identify and Market new Economic Opportunities ☐ Process Applications for Business Licences ☐ Promote Tourism within the Municipality ☐ Transport (air, Freight and Rail) ☐ Integrated Development Planning, Performance Management and Risk Management ☐ Facilitate the Development of IDP ☐ Monitor the Implementation of IDP Programmes and Projects	☐ Make Inputs to Policy Making Bodies ☐ Facilitate the Development of Service Delivery and Budget Implementation Plans ☐ Coordinate Research and Knowledge Management Services ☐ Coordinate Public Participation programmes ☐ Manage the Evaluation of Performance ☐ Land Use and Spatial Development ☐ Land Use and Spatial Planning ☐ Building Control ☐ Geographical Information Systems ☐ Determine Land Potential ☐ Human Settlements ☐ Beneficiary administration ☐ Implementation of Housing Projects ☐ Planning for Human Settlement ☐ Property Services ☐ Administration of Council Properties ☐ Valuation & Valuation Roll

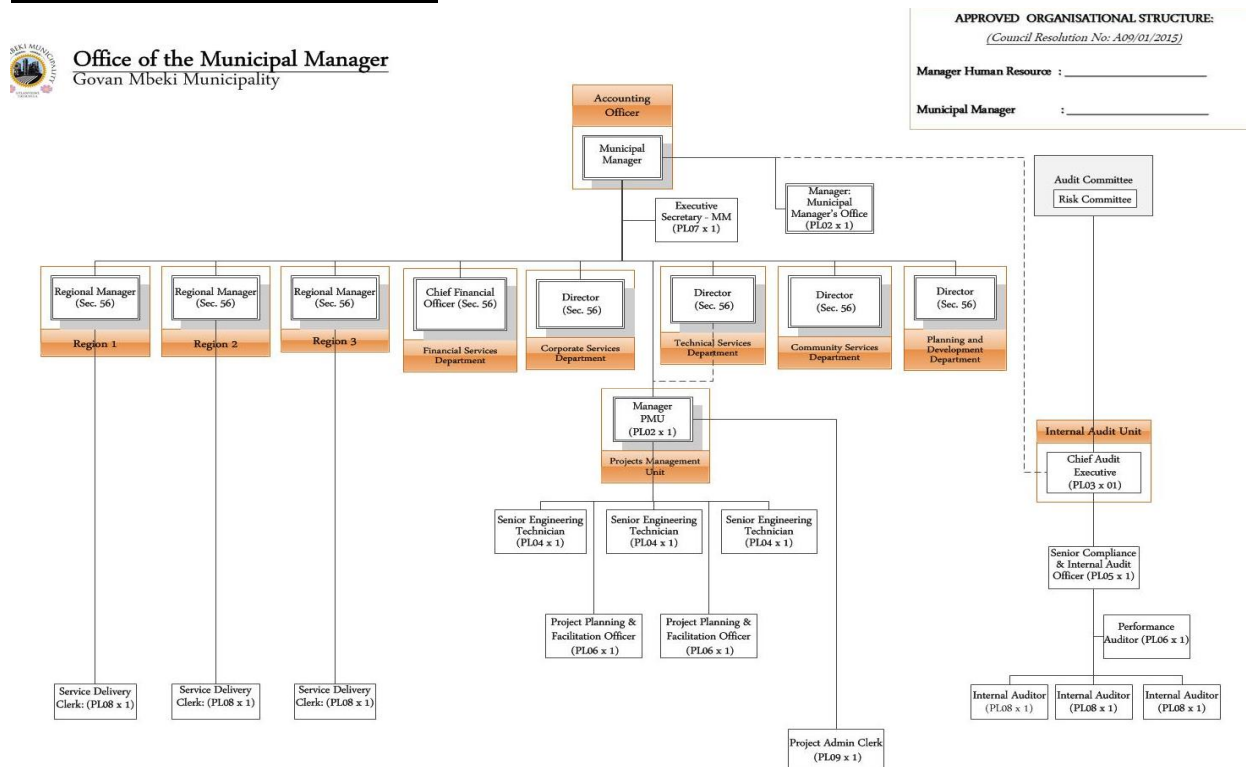
4.3 ORGANISATIONAL STRUCTURE

The Organisational structures of Govan Mbeki Municipality comprises of the following individual illustrations below

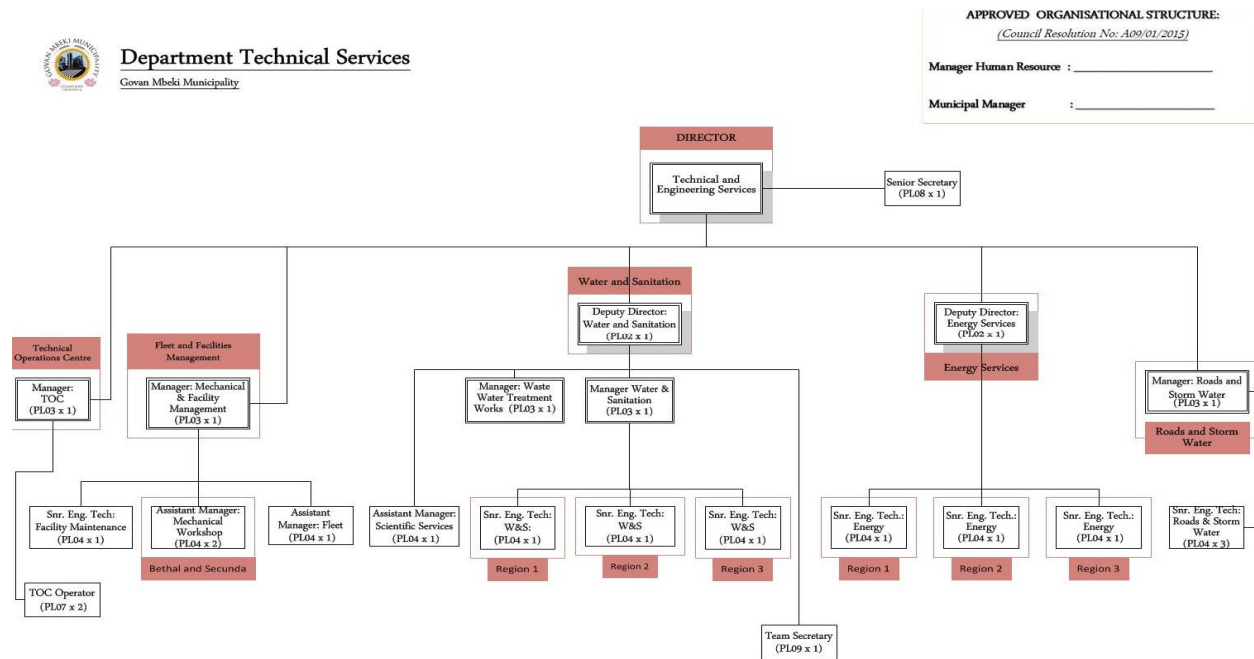
COUNCIL:



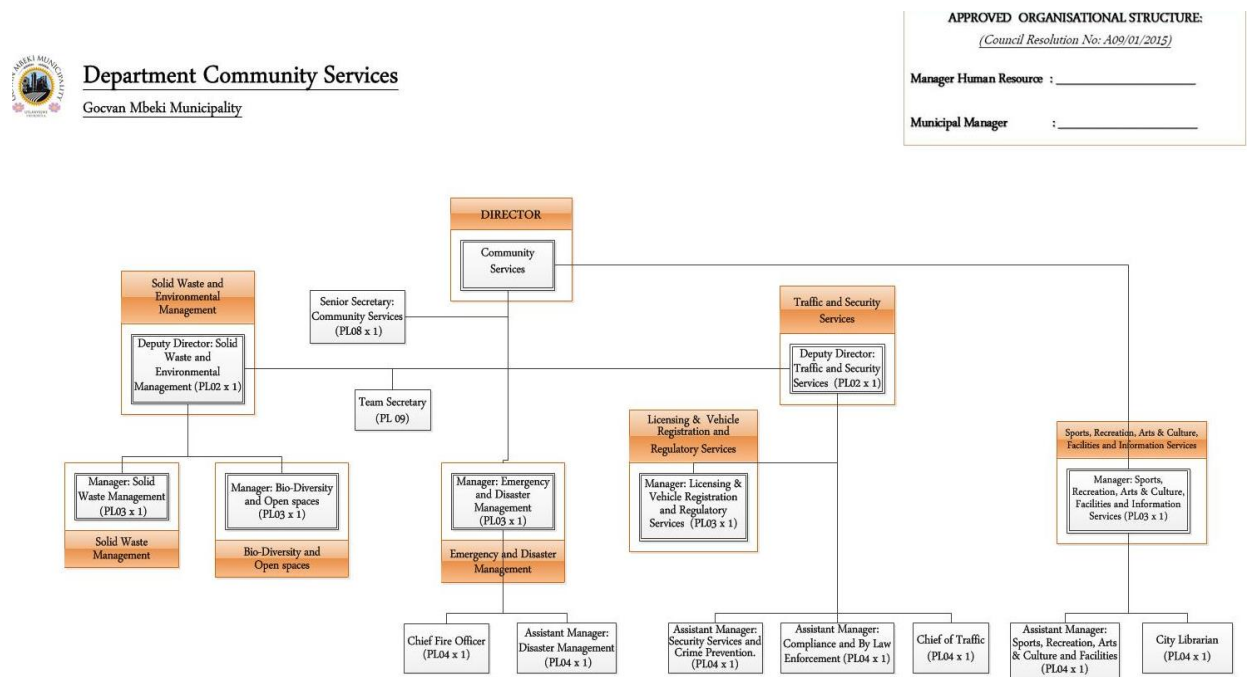
OFFICE OF MUNICIPAL MANAGER:



TECHNICAL SERVICES:



COMMUNITY SERVICES:



PLANNING AND DEVELOPMENT:



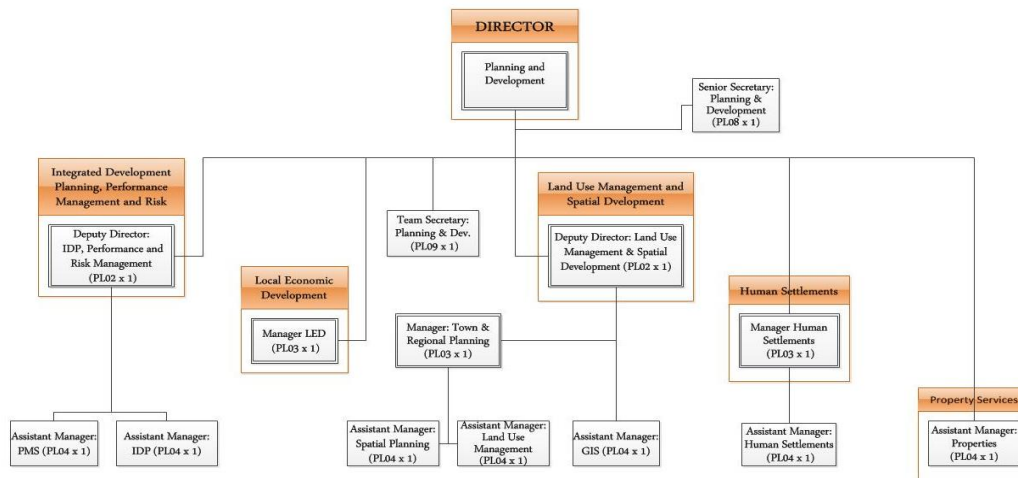
Department Planning & Development
Govan Mbeki Municipality

APPROVED ORGANISATIONAL STRUCTURE:

(Council Resolution No: A09/01/2015)

Manager Human Resource : _____

Municipal Manager : _____



FINANCIAL SERVICES:



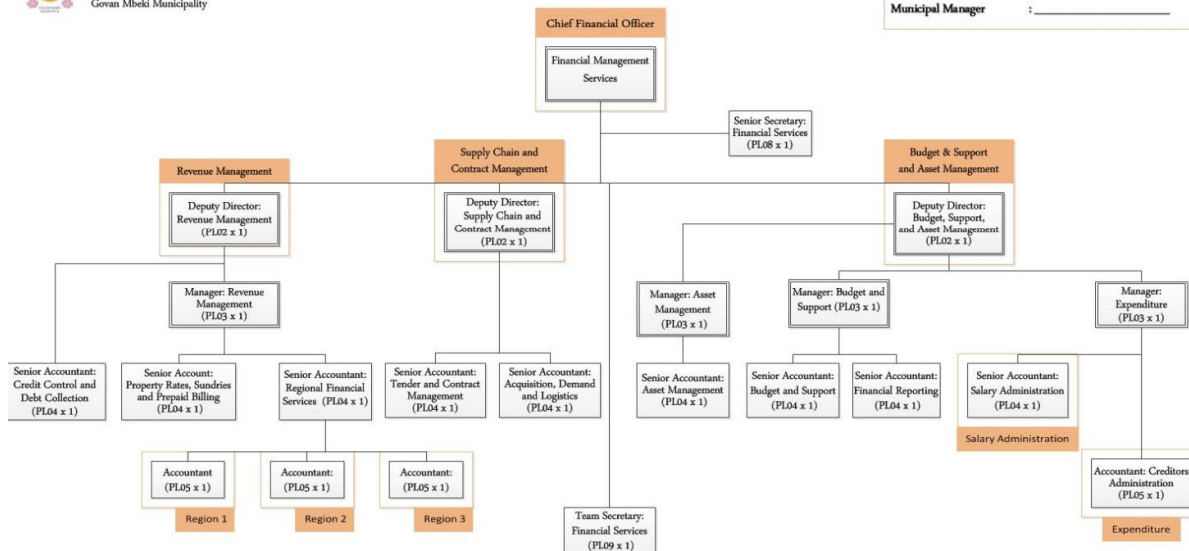
Department Financial Services
Govan Mbeki Municipality

APPROVED ORGANISATIONAL STRUCTURE:

(Council Resolution No: A09/01/2015)

Manager Human Resource : _____

Municipal Manager : _____





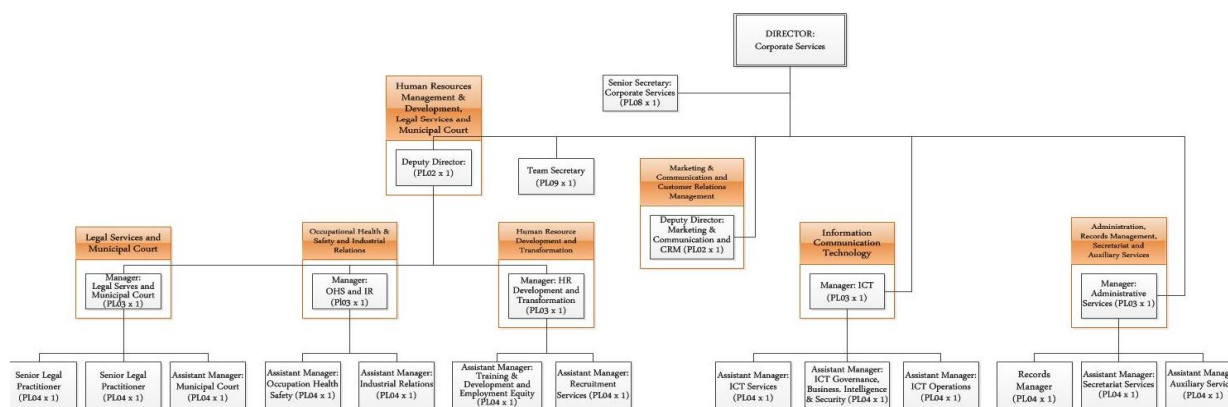
Department Corporate Services
Govan Mbeki Municipality

APPROVED ORGANISATIONAL STRUCTURE:

(Council Resolution No: A09/01/2015)

Manager Human Resource : _____

Municipal Manager : _____



4.4. INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION

4.4.1 Human Capital and Skills Development

The Govan Mbeki Municipality acknowledges that in order to maintain effective and efficient service delivery employees need to be suitably qualified and competent to be able to execute the work assigned to them.

The aim of Skills Development and Capacity Building is to:

- ☐ Ensure that each and every employee and Councillor, from the day they assume duty in Govan Mbeki Municipality until the end of their career, participate in a properly structured training processes that will ensure that their work performance is maximized and their potential fully developed.
- ☐ Create an environment within which the municipal employees can realize their full potential to enable them to make a meaningful contribution towards achieving the Municipality's vision.
- ☐ Enable Council to implement and execute its Human Resources Strategic objectives and improve service delivery.
- ☐ Develop skills and competencies in the workplace and improve productivity.
- ☐ To improve the quality of the workforce and their prospects of advancement within the workplace.

Govan Mbeki Local Municipality recognises the value of investing in its workforce through the implementation of a carefully planned training and development initiatives and activities.

The Municipality views the skilling of its workforce as key towards the realisation of the process of service delivery and the implementation of its Integrated Development Plan. Each year, the Municipality reviews its skills priorities and implements learning programs on that basis. A Workplace Skills Plan (WSP) has been compiled based on the departmental needs as identified by the relevant directorates and is implemented.

The Work Place Skills Plan describes the skills needed and the range of skills development interventions that an organization will use to address these needs. A WSP is developed annually – May to April and is submitted to Local Government Sector Education Training Authority (LGSETA) by 30 April every year.



The WSP facilitates access to the LGSETA mandatory grants for skills training. The municipality is required to provide an Annually Training Report (ATR) as to how needs are addressed as defined in the WSP. The WSP also provides sector information to the LGSETA specifically.

The following Training interventions are planned for the 2020/2021 financial year:

INTERVENTION	No. of Employees	No. of Councillors
Hygiene and Cleaning Specialist	28	
First Aid Training	34	
Fire Marshall	34	
Water Reticulation	23	
ORHVS	13	
MunSoft	1	
Debt Collection	20	
HRD for Good Governance	6	3
Basic Electrical	17	
Talent Management	4	
Performance Management	4	
TOTAL	150	3

4.4.2 Employment Equity

Govan Mbeki Municipality strives to promote the constitutional right of equality and eliminate unfair discrimination in employment and ensure the implementation of employment equity to redress the effects of discrimination. The Municipality remains committed to providing equal employment opportunities and endorses the philosophy of affirmative action and employment equity to achieve a diverse workforce broadly representative of our people.

The purpose of Govan Mbeki Municipality's Employment Equity plan is the eradication of discrimination in relation to race, gender and disability that has denied access to opportunities for education, employment, promotion and wealth creation to South Africans within the work place. The Employment Equity plan of Govan Mbeki Municipality plan strives to:

- ☐ To ensure that our workplace is free of discrimination.
- ☐ To ensure the right of equality and opportunities in employment and ensure the right of every person is protected against employment discrimination on the grounds of race, gender, ethnicity or social origin, colour, sexual orientation, disability, religion, culture and or political affiliation.

Over and/or underrepresentation of employees in the institution remains a challenge.

SUMMARY OF GOVAN MBEKI MUNICIPALITY – Total staff complement = 1 217

EAP (30/06/2018)	Male				Female				Total
	A	C	I	W	A	C	I	W	
	41.7%	5.7%	1.8%	5.8%	34.6%	4.9%	1.0%	4.5%	
Office Of The Executive Mayor, Speaker And Chief Whip	14	-	-	-	11	-	-	-	25
Office Of The Municipal Manager	8	1	-	-	4	1	1	-	15
Department Corporate Services	32	-	-	4	86	-	-	2	124
Department Finance	46	1	-	1	66	5	3	5	127
Department Technical Services	263	2	-	3	99	-	-	-	367
Department Planning & Development	25	1	1	3	20	1	-	1	52
Department Community Services	337	1	-	10	150	1	2	5	506
TOTAL – 31 December 2019	725	6	1	22	436	8	6	13	1217
%	59.67 %	0.5%	0.1%	1.7%	35.9%	0.7%	0.5%	1.0%	100%

4.4.3 Vacancy rate of Govan Mbeki municipality

The Vacancy rate of Govan Mbeki municipality currently to date are as follows:

Name of Municipality	Status of organogram (approval date)	Total no. of Posts	Total no. of Posts Filled	No. of Post Vacant	Vacancy Rate %	No. of Males	No. of Females	Employment of People with Disabilities in Municipality	People employed under the age of 35 years
Govan Mbeki Municipality	A09/01/2015	2 148	1 210	938	43.7%	747	463	17	156

VACANCY RATE PER ORGANIZATIONAL STRUCTURE				
DEPARTMENT	POSTS	FILLED	VACANT POSTS	
Office of the Executive Mayor	18	16	2	
Office of the Speaker	9	8	1	
Office of the Municipal Manager	27	16	1	
Department Corporate Services	185	122	63	
Department Financial Services	191	123	68	
Department Community Services	893	513	380	
Department Technical Services	738	357	381	
Department Planning and Development	87	55	32	
TOTAL 29 February 2020	2 148	1 210	938	

4.5 APPROVED POLICIES / DEVELOPMENT PLANS / SYSTEMS

The municipality has the following policies, service-delivery improvement plans and systems to support the workforce in delivering on the strategic objectives:

POLICIES	
OFFICE OF THE MUNICIPAL MANAGER	
Fraud and Corruption Policy Whistle-blowing Policy Code of Conduct for Municipal employees	Delegations, Authorisation & Responsibility Organisational Rights Disciplinary Code and Procedures
DEPARTMENT CORPORATE SERVICES	
Minimum Services Agreement Employee Assistance Programme Policy Drug and Substance Abuse Policy Employment Equity Plan & Policy Grievance Procedures Website and IT related policies Job Evaluation Leave Policy Dress Code Policy Medical Surveillance Policy SALGBC Main Collective Agreement Collective Agreement on Conditions of Service for the Mpumalanga Division	Occupational Health and Safety Policy Framework & Procedure Emergency Awareness & Evacuation Plan Funeral Assistance Policy Overtime Policy Recruitment & Selection Policy Sexual Harassment Policy Training & Development Policy Smoking Policy Personal Protective Equipment Policy Acting Allowance Policy Travelling Allowance Policy (HR) Succession and Retention Planning Policy
FINANCIAL SERVICES	
Salaries, Payroll & Allowances Policy Indigent Policy Property Rates Policy Credit Control Policy Budget Policies	Cell phone and Reimbursement Policy Revenue Enhancement Plan Travelling & Subsistence Policy (Finance) Salary & Wage Collective Agreement
PLANNING AND DEVELOPMENT	
Performance Management policy Land Alienation Policy	Housing Charter Policy Housing Policy
COMMUNITY SERVICES	
Expanded Public Works Policy Notice boards Policy (Library) Closure of libraries Policy Public Computer Use Policy (Library)	Anti-Fraud and Anti-Corruption Policy, Prevention Plan and Response plan Public Computer Use Policy (Library) Media collection development Policy (Library)
TECHNICAL SERVICES	
Infrastructure Maintenance Plan Water Conservation Policy / Water By-law Policy for the Electrification of proclaimed areas Embedded Generation / Renewable Energy	Water Demand Management Policy Fleet Management Policy Regulation of electricity supply By-law Water Service Development Plan

4.6 BY-LAWS

The Local Government Systems Act No. 32 of 2000 provides the system by which a Municipal Council may adopt a by-law, after a process of public participation and proclamation in the Government Gazette. The table below reflects the status of by-laws introduced by Govan Mbeki Municipality:

STATUS ON MUNICIPAL BY-LAWS		
No.	Name of By-law	By-Laws Gazetted* (Yes/No)
1	Electricity By-law	Yes
2	Fire Brigade By-law	Yes
3	Public Participation By-law	Yes
4	Regulation of Storm water Management By-law	Yes
5	Informal Trading By-law	Yes
6	Liquefied Petroleum By-law	Yes
7	Nuisance By-law	Yes
8	Parks and Open Spaces By-law	Yes
9	Privately owned swimming pools By-law	Yes
10	Public Swimming Pools By-law	Yes
11	Public Amenities By-law	Yes
12	Municipal Taxi Ranks By-law	Yes
13	Water Supply By-law	Yes
14	Advertising Signs By-law	Yes
15	By-law related to the keeping of animals, birds and poultry	Yes
16	Cemeteries By-law	Yes
17	Disposal of Contaminated and Infectious Waste By-law	Yes
18	By-laws relating to the control of Car watchers and Car washers	Yes
19	Standard Drainage By-law	Yes
20	Cleansing By-law	Yes
21	Credit Control and Debt Collection By-law	Yes
22	Property Rates By-law	Yes
23	Spatial Planning and Land Use Management By-law	Yes
24	Cleansing Services and Solid Waste Management By-law	Yes
25	Traffic By-laws	Yes

PROPOSED NEW BY-LAWS TO BE INTRODUCED: BUSINESS BY-LAW

All consultation and public participation processes have been finalised with regard to the Business by-law. Council has resolved to proceed with promulgation which will be done through the Gert Sibande District Municipality.

4.7 MUNICIPAL CORPORATE GOVERNANCE ICT POLICY FRAMEWORK

The municipality is implementing an ICT Strategy that portrays a strategic framework that describes how the ICT Strategy is operating to formulate Municipality's business model. The overall intent of the IT strategy is to use IT as an enabler in the achievement of the municipality's Integrated Development Plan (IDP) goals, and to promote and enhance municipal service delivery. Information Communication Technology (ICT) is a service delivery enabling unit within Govan Mbeki Municipality which operates on centralised ICT Systems for billing, prepayment electricity, Library Management system, email and website and other miscellaneous systems all under ICT Administrators.

4.7.1 Strategic ICT objectives

The following are strategic ICT objectives identified for the GMM:

- ❑ ICT Operating Model and Service Delivery - To ensure that ICT is properly structured and managed to minimise operational and business risk;
- ❑ ICT Operating Model and Service Delivery - To ensure that effective systems and technologies are implemented to create a customer centric working environment;
- ❑ ICT Governance - To ensure that Business is appropriately governed and a framework is implemented to ensure policies and procedures are being adhered to;
- ❑ Enterprise Architecture - To ensure that appropriate ICT Infrastructure and solutions are put in place to sustain the overall business capabilities and needs and in turn improving productivity and enhancing service delivery;
- ❑ ICT Structure - To ensure that ICT is appropriately structured and capacitated with the appropriate number of appropriately skilled personnel to support business in delivering services to its residence and customers
- ❑ ICT Investment - To ensure that ICT appropriately plans and budgets for ICT investments and that investment spending aligns with the municipality's business priorities and that current ICT investments are maintained to maximize their business value.

4.7.2 Govan Mbeki Municipality's Three (3) ICT Pillars

The following **three (3) ICT Pillars** serves the common goal of a sustainable economic business model and is described as follows:

- ❑ ICT Operations - The first aspect of the framework addresses the quality of planning, systems and technology innovation and advancement, in a changing business (public sector) operating environment. The impact of ICT Operations and strategy on the municipality and in turn the implications of these influences for the Business Objective. ICT Operations must be informed by business capabilities and business drivers to formulate an effective ICT Strategy.
- ❑ ICT Governance and Business Intelligence - The second aspect of the framework addresses regulatory compliance. Contrary to ICT Governance being an operational impediment, GMM utilises effective policies and procedures to improve efficiency and revenues, reduce unaccountability and to comply with regulation and legislative frameworks. For example; good Change Management plans: improved data quality, improved service delivery, improved reconciliations, and improved Customer/Municipal relations which translate to good revenue.
- ❑ ICT Services - The third aspect of the framework addresses the complete inventory of ICT Infrastructure design and architect required to respond to the Business demands while planning for business growth. It is critical in delivering the Single Point of Service for Business Applications, ICT Equipment and ensuring real time Disaster Recovery management.



4.7.1 ICT Policies and implementation status

The ICT Strategy and Security Policies are reviewed annually by council and this exercise is conducted internally and without any involvement of consultants and the cost therefore is covered under employee related costs.

The Following ICT Policies are in place and implemented by the municipality:

Policy Name	Council Approval	Policy Implementation
Disaster Recovery Plan	Approved	Partially Implemented
Business Continuity	Approved	Partially Implemented
ICT Strategy	Approved	Implemented
Corporate Governance ICT Framework	Approved	Partially Implemented
ICT Security Policy, procedures and Plans	Approved	Implemented
Laptop Security Policy	Approved	Implemented

4.7.2 ICT Governance Steering Committee

The ICT Steering Committee was established and quorate for a meeting on a quarterly basis. The ICT Security Officer has been appointed and the position is functional.

4.7.3 Council Support and paperless Council status

GMM Council was successfully migrated from paper based to electronic medium of communication. All Council Committee such as Portfolio, Rules and Public Accounts and Public Participation are functional 100% on electronic medium based agendas and minutes.

4.7.4 Audit Findings and Un-mitigated Risks

The outcome of the ICT Audit by Auditor General South African reflected two (2) findings as follows:

FINDING CATEGORY	FINDING
Business Continuity and Disaster Recovery	The Incomplete Disaster Recovery Centre poses a risk, exposing the Municipality in case of a disaster to be unable to render basic services to its consumers
ICT Security Policy	Incomplete Security forms when making changes to system user accounts may create a security level vulnerability for the users and the security centric data

These two findings were correctly captured by Auditor General and an Audit Action plan has been developed for mitigations. The Risk register has Five (5) findings in the 2017-18 financial year of which three (3) were successfully mitigated.

Govan Mbeki municipality is 60% completed with the implementation of the Disaster Recovery plan.

The following systems and services have been configured for Backup and Recovery:

- ☐ Financial Management System
- ☐ Prepaid Electricity System
- ☐ The Payroll System
- ☐ The Electronic Document Management system EDMS
- ☐ The Domain and Active Directory
- ☐ Email and Municipal Website
- ☐ Telephone and PABX system

4.7.5 Propose Interventions and Prioritisation of Budget for ICT Business Continuity and Disaster Recovery

Provision and availability of Budget needs to be made for the following systems regarding disaster recovery:

- ☐ Financial Reporting
- ☐ GIS and Land Use Management System
- ☐ Traffic Fines Management System
- ☐ Property Valuation Roll
- ☐ Network Support Services to upgrade the network to the value of R3.1 Million
- ☐ Time and Attendance system integrated with Payroll system

4.8 GEOGRAPHIC INFORMATION SCIENCE (GIS)

The current Municipal Geographic Information System (GIS) environment is a result of an initiative implemented by Gert Sibande District Municipality (GSDM) in 2005, to assist Local Municipalities with an operational GIS.

This initiative resulted in a Memorandum of Understanding between GSDM and Govan Mbeki Municipality (GMM), which provides a cooperative arrangement for the coordination and sharing of GIS data between these organizations.

The Esri ArcGIS Geographic Information System (GIS) was introduced to the municipality as part of this initiative.

The GIS component is necessary for all aspects of municipal operations: integrated town and spatial planning, LED, backlog management, billing, management of the municipality's buildings, facilities, services and infrastructure assets, traffic planning, environmental management, revenue management, deeds and valuation role management, project and contractor management, a responsive and effective TOC/Call Centre, emergency response, etc.

A Geographic Information System (GIS) provides access to data through a map-based interface. It is an inherently horizontal technology, across all parts of the Municipality, with the benefit of providing a 'single source of information' platform for all spatial data.

The Maintenance to the GIS cadaster information is an ongoing process and is informed mainly from the valuation roll and SG registrations of land parcels.

The investigation is informed by the inclusions on Valuation roll that is not on the cadaster and SG Diagrams received through Town and Regional planning section, which includes new developments, consolidation of land parcels, subdivisions and removal of duplications.

Overall integration of these systems is key to improved management of the organization and its resources, since the GIS supports the integration of spatial data from various sources, as well as enabling advanced spatial data analysis.

4.9 ANTI- FRAUD AND CORRUPTION

The municipal approved Anti- Corruption and Fraud policy deals with issues of fraud and corruption. This policy applies to all employees, stakeholders, contractors, vendors/supplies doing business with the municipality.

The policy prohibits all acts of fraud and corruption or any dishonest activity of similar nature impacting or having potential prejudice to the municipality or members of the public.

4.10 MUNICIPAL INTERNAL AUDIT

The Internal Audit Unit was established in terms of section 165 of the Municipal Finance Management Act, Act 73 of 2003. The Municipality has its own in-house Internal Audit Activity which comprises of 4 fulltime employees.

The internal audit unit reports administratively to the Municipal Manager and functionally to the Audit Committee.

The scope of internal audit covers the following functions:

- ☐ Prepare a risk-based audit plan and internal audit program for each financial year and advice the accounting officer and report to the audit committee on the implementation of the internal audit plan and matters relating to: Internal audit
- ☐ Internal controls
- ☐ Accounting procedures and practices,
- ☐ Risk and risk management,
- ☐ Performance management
- ☐ Loss control, and
- ☐ Compliance with laws and regulations

The provision of professional advice and consulting services to the Accounting Officer in the discharge of their responsibilities pertaining to the establishment and maintenance of effective, efficient and transparent systems of financial and risk management, internal control and good corporate governance.

Govan Mbeki Internal Audit consist of a number of specialist components which are, Risk Audit, Computer Audit and Performance Audit. Risk audit evaluates a municipality's level of compliance with legislation, regulations, plans and procedures and compliance to the accounting framework. Computer Audit is responsible for providing management with an independent assurance on the adequacy of controls within the information technology environment.

Performance audit is responsible for ensuring that satisfactorily management measures have been instituted to ensure that resources are acquired economically and are utilised effectively and efficiently in the achievements of the objectives of the respective departments.

4.10.1 MUNICIPAL INTERNAL AUDIT STRATEGIC PLAN

The internal audit process provides oversight to obtain reasonable assurance regarding management's assertions that objectives outlined in the IDP and SDBIP are achieved especially for effectiveness and efficiency of operations, reliability of financial information, and compliance with laws and regulations.

The Internal audit unit of the municipality will proactively partner with management in undertaking financial, compliance, information technology, operational and performance audits, as well as consulting reviews, to maximise value added contributions from the process.

The Internal Audit plan for the municipality sets out the scope of the planned internal audit work to be undertaken for the financial year for consideration as approval by the Audit Committee. The plan incorporates:

- ❑ The Three-year strategic rolling Internal Audit plan; and
- ❑ The Annual Internal Audit Plan for the current financial year which has 28 audit activities.

The Internal operational plan includes the following reviews which will be implemented during the year and reported to the Audit Committee on a quarterly basis:

Type of Review	Main Objective
Financial Review	Validation of internal controls to facilitate the integrity and reliability of financial information and safeguarding of assets.
Compliance Review	To verify the level of compliance with policies, procedures, standards and relevant legislation.
Operational Review	To review the activities in relation to the adherence to or achievement of the relevant control and business objectives.
Pre-determined objective Review	To verify that the targets as per the high level score of the Municipality is SMART (specific, measureable, accurate, reliable and time-bound. To review the consistency between the high level score card and the departmental SDBIP. To verify that standard operational procedures and technical data definitions have been documented. And to verify the port-folio of evidence to reported targets. To ensure the completeness, accuracy, validity and timely reporting of the entity performance achievements against the KPI and strategic plan.
Governance Review	To review and evaluate the adherence to corporate governance practices and principles.
Follow up Reviews	To determine the progress made by management with the implementation of the action plans agreed upon with the internal audit activity and report on a quarterly basis to the audit committee
Annual Financial Statements Review	Review of the Municipality's Annual Financial Statements at year end before submission to the Audit Committee and Municipal Council

The internal audit report is discussed with senior management prior submission to the audit committee. A risk based strategic approach is adopted which takes into account the results of the risk assessment, subsequent discussions with management. This approach involves a focus on understanding the work of each focus area and identifying risks associated with that focus area. It further includes a process of linking risk analysis to assigned planning and audit program development. The strategic approach is a risk based plan aligning the priorities of internal audit work with the objectives and goals of the Municipality and the related risks as identified for the municipality.

The following reflect on the three year rolling internal audit plan as implemented and approved:

NO	TYPES OF AUDITS	RISK BASED / MANDATORY	CONSULTING/ ASSURANCE	PERIOD		
				2018	2019	2020
1	Expenditure	Risk- based	Assurance	✓	✓	✓
2	Payroll	Risk- based	Assurance	✓	✓	✓
3	Disaster Management	Risk- based	Assurance	✓	✓	✓
4	Performance (Smart principle, IDP & SDBIP alignment)	Mandatory	Assurance	✓	✓	✓
	- Energy			✓	✓	✓
	- Water and Sanitation			✓	✓	✓
	- Roads and Storm Water			✓	✓	✓
	- Solid Waste Management			✓	✓	✓
5	Occupational Health and Safety	Risk- based	Assurance	✓	✓	✓
6	Revenue Management	Risk- based	Assurance	✓	✓	✓
7	Asset Management and Loss control	Risk- based	Assurance	✓	✓	✓
8	Legal and Municipal Courts	Risk- based	Assurance	✓	✓	✓
9	Human Resources	Risk- based	Assurance	✓	✓	✓
10	Supply Chain Management	Risk- based	Assurance	✓	✓	✓
11	Risk Management	Mandatory	Assurance	✓	✓	✓
12	Properties	Risk- based	Assurance	✓	✓	✓
13	Budget and Treasury: Control/Process	Risk- based	Assurance	✓	✓	✓
14	Project Management Unit	Risk- based	Assurance	✓	✓	✓
15	Corporate Governance	Risk- based	Assurance	✓	✓	✓
16	Information & Communication Technology	Mandatory	Assurance	✓	✓	✓
17	Marketing and Communication	Risk- based	Assurance	✓	✓	✓
18	Annual and Interim Financial Statements	Mandatory	Assurance	✓	✓	✓
19	Traffic	Risk- based	Assurance	✓	✓	✓
20	Mechanical Workshop	Risk- based	Assurance	✓	✓	✓
21	Human Settlement	Risk- based	Assurance	✓	✓	✓
22	Facilities	Risk- based	Assurance	✓	✓	✓
23	Environmental Affairs	Risk- based	Assurance	✓	✓	✓
24	Local Economic Development & Tourism	Risk- based	Assurance	✓	✓	✓
25	Town Planning	Risk - based	Assurance	✓	✓	✓
26	Record management	Risk - based	Assurance	✓	✓	✓
27	Stock count	Risk - based	Assurance	✓	✓	✓
28	Fleet Management	Risk - based	Assurance	✓	✓	✓
29	Ad - Hoc Assignment	Mandatory	Assurance & Consulting	✓	✓	✓

4.11 AUDIT OUTCOME

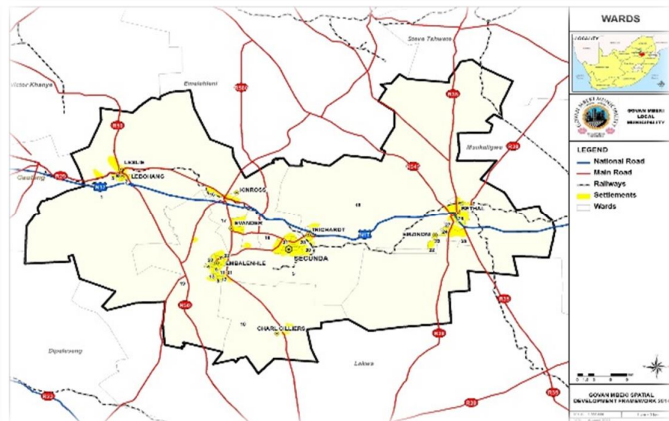
The municipality audit outcome for 2018/2019 is pending since the audit was not conducted as per the required time schedule in still in progress.

CHAPTER 5: WARD NEEDS ANALYSIS

This chapter outlines the various services delivery needs and list of priorities raised by communities in the different wards during the IDP public engagement sessions held.

The municipality comprises of 8 towns and structured into 32 electoral wards which cover an area of 2 958m².

In terms of the IDP Process Plan public consultation is key in determining the development priorities of communities. Community participation is central in the development of the IDP and communities are legislatively encouraged to participate in the affairs of local government.



An intensive public participation process took place whereby all the input received during this process was captured and ensured that all issues raised by communities are covered within the IDP and further refined and priorities as per the planning and budgeting process.

5.1 CORE SERVICE DELIVERY ISSUES PER WARD

Below is the various priority needs of the community as raised during these participation meetings.

5.2 HIGH LEVEL SUMMARY KEY SERVICE DELIVERY CHALLENGES AND DEVELOPMENTS NEED PER MUNICIPAL KEY PERFORMANCE AREA

WARD COUNCILLOR	WARD NEEDS 2020/2021
WARD 1  WARD COUNCILLOR: LINDIWE MARIA MBONANI	COMMUNITY CONSULTATION NEEDS ➤ Allocation of residential stands – township establishment ➤ Electricity issues at EENDRACHT. ➤ Street lights should be maintained. ➤ Housing ➤ Maintenance of cemetery facilities ➤ Repair of collapsed manholes and sewer lines ➤ Unblocking of sewer lines in Leandra and Lebohang. ➤ Repairing of water leaks and pipe bursts ➤ Maintenance of high mast lights. ➤ Provision of public toilets in Leandra town. ➤ Clearing of illegal dumping sites. ➤ Grass cutting in open spaces in Eendracht and Leandra. ➤ Grass cutting in the cemetery. ➤ Cleaning of stormwater drainages. ➤ Maintenance of roads. ➤ Patching of potholes. ➤ Re-gravelling of roads in Lebohang (Ext. 12 & 13) ➤ Re-gravelling of roads in Leandra town. ➤ Change of stand ownership

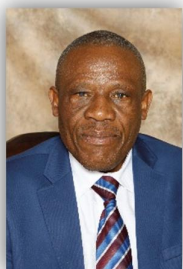
	➤ Maintenance of public facilities (Hall in Leandra town and Thusong Service Centre). ➤ Upgrading of park in Leandra town. ➤ Construction of a multipurpose centre. ➤ Upgrading of tennis and netball courts in Leandra town. ➤ Provision of Mobile clinic in the farms. ➤ Assistance with ID smart cards and birth certificates in the farms.				
	<table border="1"> <thead> <tr> <th data-bbox="552 306 1122 338">Eendracht</th><th data-bbox="1122 306 1503 338">Farms</th></tr> </thead> <tbody> <tr> <td data-bbox="552 338 1122 1335"> ➤ Make provision of sewer network ➤ High mast light and street lights ➤ Roads maintenance and tared ➤ Storm water drainage ➤ Investigation of untraceable beneficiaries of stands ➤ Clinic ➤ Tittle deeds, especially to those who built their own houses ➤ Allocation of residential stands – township establishment ➤ Upgrade of Eendracht bulk water line. ➤ Provision of sewer network in Eendracht. ➤ Installation of street lights in Eendracht and Leandra town. ➤ Re-gravelling of roads in Eendracht. </td><td data-bbox="1122 338 1503 1335"> ➤ Provision and maintenance of windmills and boreholes in the farms. ➤ Provision of water, sanitation (toilets) and electricity in Rietvlei. ➤ Water pipe connection in Strehla ➤ Cleaning of septic tanks and VIP toilets in the farms. ➤ Draining of septic tanks in Eendracht. ➤ Replacement of faulty meters and uplifting of underground water meters in Lebohang ➤ Provision of electricity in Kortlaagte farm. ➤ Re-gravelling of roads in Moedverloren ➤ Re-gravelling of roads in Witbank farm (Kwa-Madolo) ➤ Provision of land for grazing in the farms. ➤ Assistance with land claims in the farms ➤ Provision of scholar transport in the farms. ➤ Employment opportunities </td></tr> </tbody> </table>	Eendracht	Farms	➤ Make provision of sewer network ➤ High mast light and street lights ➤ Roads maintenance and tared ➤ Storm water drainage ➤ Investigation of untraceable beneficiaries of stands ➤ Clinic ➤ Tittle deeds, especially to those who built their own houses ➤ Allocation of residential stands – township establishment ➤ Upgrade of Eendracht bulk water line. ➤ Provision of sewer network in Eendracht. ➤ Installation of street lights in Eendracht and Leandra town. ➤ Re-gravelling of roads in Eendracht.	➤ Provision and maintenance of windmills and boreholes in the farms. ➤ Provision of water, sanitation (toilets) and electricity in Rietvlei. ➤ Water pipe connection in Strehla ➤ Cleaning of septic tanks and VIP toilets in the farms. ➤ Draining of septic tanks in Eendracht. ➤ Replacement of faulty meters and uplifting of underground water meters in Lebohang ➤ Provision of electricity in Kortlaagte farm. ➤ Re-gravelling of roads in Moedverloren ➤ Re-gravelling of roads in Witbank farm (Kwa-Madolo) ➤ Provision of land for grazing in the farms. ➤ Assistance with land claims in the farms ➤ Provision of scholar transport in the farms. ➤ Employment opportunities
Eendracht	Farms				
➤ Make provision of sewer network ➤ High mast light and street lights ➤ Roads maintenance and tared ➤ Storm water drainage ➤ Investigation of untraceable beneficiaries of stands ➤ Clinic ➤ Tittle deeds, especially to those who built their own houses ➤ Allocation of residential stands – township establishment ➤ Upgrade of Eendracht bulk water line. ➤ Provision of sewer network in Eendracht. ➤ Installation of street lights in Eendracht and Leandra town. ➤ Re-gravelling of roads in Eendracht.	➤ Provision and maintenance of windmills and boreholes in the farms. ➤ Provision of water, sanitation (toilets) and electricity in Rietvlei. ➤ Water pipe connection in Strehla ➤ Cleaning of septic tanks and VIP toilets in the farms. ➤ Draining of septic tanks in Eendracht. ➤ Replacement of faulty meters and uplifting of underground water meters in Lebohang ➤ Provision of electricity in Kortlaagte farm. ➤ Re-gravelling of roads in Moedverloren ➤ Re-gravelling of roads in Witbank farm (Kwa-Madolo) ➤ Provision of land for grazing in the farms. ➤ Assistance with land claims in the farms ➤ Provision of scholar transport in the farms. ➤ Employment opportunities				

WARD2

**WARD COUNCILLOR:
THEMBA ABRAM MORAJANE**

COMMUNITY CONSULTATION NEEDS

- Construction of a multi-purpose centre
- High mast light installation
- Paving of roads
- Speed humps
- Paving along Mbana Masilela
- Maintenance of cemetery facilities
- Unblocking of sewer lines
- Repair of collapsed sewer lines and sewer manholes.
- Upgrading of Kliphuis sewer pump station
- Replacement of aged, faulty water meters and uplifting of underground meters.
- Repairing of water leaks and pipe bursts.
- Maintenance of highmast lights.
- Maintenance of street lights in RDP main road.
- Electrification of new high light mast
- Regravelling of roads.
- Finishing of paved road in RDP.
- Patching of potholes in the main road in RDP.
- Cleaning of stormwater channels
- Assistance with title deeds.
- Provision of residential stands.
- Provision of water at RDP hall.
- Maintenance of RDP hall.
- Building of a new clinic in RDP.
- Building of a high school in RDP

WARD 3

**WARD COUNCILLOR:
MAKHAYE SIPHO ANTHONY**

COMMUNITY CONSULTATION NEEDS

- Fencing of graveyard
- Attendance to sewer spillages all over the ward.
- Unblocking of sewer lines in ext. 7, especially near PE Maziya Primary School, and all over the ward.
- Repairing of collapsed sewer lines and collapsed manholes
- Upgrading of Leandra sewer outfall line
- Replacement of faulty water meters
- Uplifting of underground meters
- Repairing of water leaks and pipe bursts.
- Maintenance of high mast lights.
- Fixing of street lights in ext. 5.
- Clearing of illegal dumping sites.
- Grass cutting at the cemeteries.
- Closing of the quarry.
- Cleaning and clearing of storm water drainages in ext. 05 and 06.
- Maintenance of stormwater drains.
- Clearing of stormwater channel in ext. 6 and 7.
- Regravelling of Isihuluhulu street that covers ext. 09 and ext. 01
- Grading and Regravelling of roads.
- Patching of potholes.
- Paving of roads in ext. 5
- Provision of residential stands.
- Assistance in change of stands ownership.
- Construction of a community park in ext. 6.
- Construction of a multipurpose centre.

WARD 4

**WARD COUNCILLOR
THANDI RUTH MNISI**

COMMUNITY CONSULTATION NEEDS

- Replacement of sewer pipes
- RDP houses
- High mast light not operational
- Paving of Nkosi Street, Mthuphi Street, and Velabahleka Street Phase 3
- Re-graveling in Ext 25(D & E)
- Maintenance of Sewer pump station in Ext 25
- Need of new Clinic
- Provision for parks
- Allocation of stands
- Electricity outages
- Uncovered electric meter boxes
- Unemployment
- Clearing of illegal dumping sites.
- Patching of potholes

WARD 5

**WARD COUNCILLOR:
MARIAAN CHAMBERLAIN**

COMMUNITY CONSULTATION NEEDS

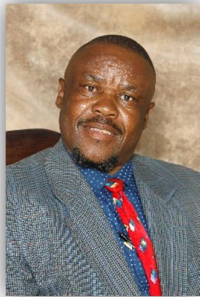
- Upgrading of sewer pipes
- Paving of airport road
- The realigning and re-levelling of the sewerage system, running along Lebombo and Magaliesberg streets
- No streetlights at Nelson Mandela Drive
- Lamp posts hanging over, some fallen over
- Road maintenance
- Pedestrian robots not working
- Robots been run over by cars not replaced
- Covers for street drains are broken or missing, as well as storm water covers
- Electric boxes not maintained, rusted and doors hanging open or broken off completely
- Speed humps not painted
- Speed humps to be installed in Nelson Mandela as this has become a raceway
- Maintenance of street lights
- Cutting of trees
- Revamp - Taxi rank next to Secunda Mall
- Installation of manhole covers
- Maintenance of cemetery facilities
- Maintenance of Secunda Stadium

WARD 6

**WARD COUNCILLOR:
SIFISO ISAAC SIBANYONI**

COMMUNITY CONSULTATION NEEDS

- Provision of stands
- Installation of high mast light
- Paving of roads in Ext 9 & 10
- Renovation of Difa Nkosi Hall
- Water and sanitation in Ext 9
- Storm water drainage in Ext 9 and Ext 10
- Upgrade sewer network
- Maintenance of cemetery facilities
- Cleaning and clearing of storm water drainages.
- Cleaning of stormwater channel in ext. 10.
- Grading and Regravelling of roads.
- Patching of potholes.
- Maintenance of roads in the industrial area.

WARD 7

**WARD COUNCILLOR:
VILAKAZI ELPHUS ALBERT**

COMMUNITY CONSULTATION NEEDS

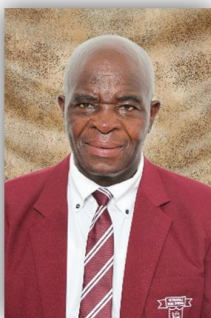
- Paving of streets in Ext 9
- Street lights
- High mast lights next to clinic
- 3 Way Stop Ext. 12 Road (Kgotso Lapa)
- Storm water channel in Ext 11 and ext. 9
- Install Robots at Ext. 12 four-way stop and at four-way Ext. 11 at Embalenhle
- speed humps in Ext 4 and 9
- Construction of a community hall
- Renovation of Fluor Daniel Stadium
- Erect of speed humps next to schools
- Recreational facility centre
- Maintenance of cemetery facilities
- Electricity outages

WARD 8

**WARD COUNCILLOR:
NDHLANI PHILEMON MAHLANGU**

COMMUNITY CONSULTATION NEEDS

- Allocation of RDP houses
- Stands allocation
- Construction of a Library in Ext 14
- Construction of a police station
- Maintenance of High Mast
- Sewer reticulation
- Re-gravelling of Mathobela Street next to cemetery and gravelling of Mayisela Shopping centre to cemetery
- Electricity outages
- Job creation
- Maintenance of cemetery facilities
- Cleaning of water channels next to Vukuzithathe Primary School
- Maintenance of all streets, especially KI Thwala Street
- Regravelling of all gravel roads
- Paving/tarring of KI Thwala road
- Patching of potholes on the main road (Albert Luthuli)
- Erection of speed humps
- Erection of foot bridge next to Mayisela ground

WARD 9

**WARD COUNCILLOR:
MAHLANGU BUTI DOUGLAS**

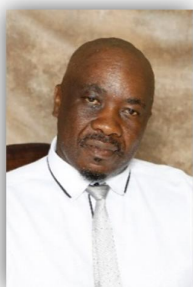
COMMUNITY CONSULTATION NEEDS

- Indigent registration
- Electricity maintenance
- Sewer maintenance
- Roads not trafficable
- Re- gravelling of roads (especially Ext.22)
- Paving of Roads
- Motor bridge between Welamlambo and Crossroads (as an alternative route to ease traffic congestion between the eMba mall and Welamlambo during peak hours)
- Repairing of roads around eMba Mall
- Construction of a bridge between Cross Road and Ext 22
- Construction of a Library at Ext 22
- Application of a Primary school at Ext 22
- Construction of a bridge that cross-over Wela Mlambo to Ext 22
- Construction of a multipurpose centre
- Satellite police station
- Municipality pay point at gate 7
- Residential stands that will cater people that occupy Gate 8 Marikana invaders
- Job creation

Farms (KwaSlevana, Roodebank, Leeuwpan, KwaSmith(Klipdrift), Rhino Lodge, Kubo Mtsweni, Kwamfundisi)

- Upgrading of school
- Provision and maintenance of windmills and boreholes in the farms.
- Provision of water, sanitation (toilets) and electricity.
- Crèche
- Job creation projects
- Provision of low costs houses
- Water and electricity upgrade
- Provision of water tanks in the farms
- Construction of a library for the community in the farms

	➤ High mast lights not working ➤ Paving of a cemetery at Ext 18 ➤ Maintenance of cemetery facilities ➤ Electricity outages	
WARD 10  WARD COUNCILLOR: SIMANGELE RITTA NTULI	COMMUNITY CONSULTATION NEEDS ➤ RDP houses ➤ Speed up the process of a reservoir ➤ Electricity challenges ➤ Maintenance of high mast lights ➤ Illegal dumping site at Ext 16 ➤ Sport grounds Maintenance ➤ Construction of speed humps on the main road (Standerton road) due to high volume of accidents ➤ Construction of speed humps in Charl Cilliers ➤ Installation of High Mast lights in Charl Cilliers ➤ Re-gravelling of roads at Ext 15 and Ext 17 ➤ Re-gravelling of road in Charl Cilliers Cemetery ➤ Paving next to Sunrise Crèche structure, Cheap Corner and Maphala Gulube	
WARD 11  WARD COUNCILLOR: EUNICE DUDU MAHLANGU	COMMUNITY CONSULTATION NEEDS ➤ Maintenance of storm water drainage ➤ Sewer maintenance ➤ Sewer spillages ➤ Construction of High Mast lights ➤ Construction of Speed humps in Ext 4 Drive ➤ Re-gravelling of roads at Ext 2 ➤ Provision of low cost houses ➤ Paving of roads behind Mall @ eMb in Ext 7 ➤ Fixing of potholes at Ext 2 ➤ Paving of roads at Mdlalolose Street in Ext 2 ➤ Renovation of Sjongile Ndamase Hall ➤ Regravelling of roads Ext 24, 5 and 2 ➤ Maintenance of cemetery facilities ➤ Electricity challenges	
WARD 12  WARD COUNCILLOR: MANTOA EMMAH MOTLOUNG	COMMUNITY CONSULTATION NEEDS ➤ Change of ownership stands ➤ Potholes ➤ Fixing of damaged electrical poles ➤ Sewer spillages ➤ Indigent ➤ Electricity challenges ➤ High Mast lights ➤ Re-gravelling of roads ➤ Stands allocation ➤ Maintenance of cemetery facilities	
WARD 13	COMMUNITY CONSULTATION NEEDS ➤ RDP houses are in a state of collapse ➤ Electricity problem ➤ High mast lights ➤ Potholes ➤ Stands	



**WARD COUNCILLOR:
INNOCENT MANDLA THABETHE**

- Paving/tarring of KI Thwala road
- Sewer challenges
- Roads should be fixed.
- Sports Centre construction
- Shelters on public transport spots
- Maintenance of cemetery facilities



**WARD 14
WARD COUNCILLOR:
ZULU THANDIWE SESIKY
WARD 15**

COMMUNITY CONSULTATION NEEDS

- Sewer maintenance
- Electricity Substation (eMba South) to be upgraded
- Road re-graveling and paving
- High mast light at Ext 18 maintenance
- Provision of stands
- Provision of a library
- Allocation of pay points for the elders
- Application for a high school at Ext 18
- Construction of a storm water drainage at Ext 14 , 18 and Welas
- Allocation of space for farming purposes
- Maintenance of cemetery facilities



**WARD COUNCILLOR:
MTSWENI MABUSA JOSEPH**

COMMUNITY CONSULTATION NEEDS

- Sucking of toilets
- Building of new toilets
- Boreholes and wind mills not working. (Water is a main problem)
- Allocation of low costs houses
- Roads not trafficable during rainy seasons
- Allocation of low costs houses
- Maintenance of toilets
- Electrification of houses
- Drug Rehabilitation Centre (Establishment of Rehabilitation Centre)
- Employment opportunities
- Allocation of low costs houses
- LED projects

WARD 16



**WARD COUNCILLOR:
ESTHER ROSE NKABINDE**

COMMUNITY CONSULTATION NEEDS

- High School in Ext 25
- Clinic in Ext 25
- Paving of Roads Ext 25
- Sport field
- Provision of stands
- Electricity upgrade
- Provision of low costs houses
- Electricity upgrade
- Construction of a Community Hall
- Re-gravelling of roads
- Storm water drainage
- High mast light

	Vaalbank Farm ➤ Sucking of toilets ➤ Borehole ➤ Provision of low costs houses ➤ Scholar transport ➤ Mobile clinic ➤ Road re-gravelling ➤ ECD Centre – crèche ➤ Electrification of houses ➤ Re-gravelling of roads Grootpan Farm ➤ Borehole ➤ Electrification of houses ➤ Provision of low costs houses ➤ Not enough land for grazing and agricultural purpose ➤ Re-gravelling of roads ➤ Sucking of toilets		
WARD 17  WARD COUNCILLOR: MAKOLA MAMOKGEKE BEN	COMMUNITY CONSULTATION NEEDS <table> <tr> <td> ➤ Water networks refurbishment ➤ Water purification plant refurbishment ➤ Fixing of street lights ➤ Fixing of potholes ➤ Relocation of the library ➤ Sub-station for electricity ➤ Multi-purpose centre with a library and clinic ➤ Public lighting at Sakhisizwe ➤ Erect speed humps at Shell Garage ➤ Fencing at landfill site at Kinross ➤ ECD centre/ Disable skills Centre ➤ Maintenance of cemetery facilities </td><td> ➤ Replacement of all stolen manholes covers ➤ Land , town planning (including maintenance) ➤ Shopping centre ➤ Golf course in Kinross ➤ Stop signs in main road Kinross (Rasool Malek) ➤ Lighting at Evander Lapa ➤ Fencing at Evander Lapa ➤ Public toilets at Evander Lapa ➤ Braai Stands at Evander Lapa ➤ Maintain the palisade fence at Evander Stadium </td></tr> </table>	➤ Water networks refurbishment ➤ Water purification plant refurbishment ➤ Fixing of street lights ➤ Fixing of potholes ➤ Relocation of the library ➤ Sub-station for electricity ➤ Multi-purpose centre with a library and clinic ➤ Public lighting at Sakhisizwe ➤ Erect speed humps at Shell Garage ➤ Fencing at landfill site at Kinross ➤ ECD centre/ Disable skills Centre ➤ Maintenance of cemetery facilities	➤ Replacement of all stolen manholes covers ➤ Land , town planning (including maintenance) ➤ Shopping centre ➤ Golf course in Kinross ➤ Stop signs in main road Kinross (Rasool Malek) ➤ Lighting at Evander Lapa ➤ Fencing at Evander Lapa ➤ Public toilets at Evander Lapa ➤ Braai Stands at Evander Lapa ➤ Maintain the palisade fence at Evander Stadium
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WARD 18  WARD COUNCILLOR: ESTELLE PEDRO SWART	COMMUNITY CONSULTATION 1: ➤ 4-Way stop at Audandrel / Kinross Road Crossing ➤ Parks developed and those already existing better kept with play grounds and facilities for residents to utilise for recreation ➤ Evander Lapa upgrade with furniture and play park for kids ➤ Rubbish-off load site as well as proper dumping facility ➤ Fencing of Evander Lapa ➤ Sewer purification works upgraded ➤ A clinic facility in town ➤ Electrical Substation-replaced was already in budget of 1993 erected , upgrade ➤ A community Centre with a library be erected ➤ Maintenance of roads/ streets in Evander, Secunda, Sunset Park ➤ Taxi Rank upgrade ➤ Potholes ➤ High billing ➤ Maintenance of cemetery facilities		
WARD 19	COMMUNITY CONSULTATION NEEDS		



**WARD COUNCILLOR:
LINDIWE ELIZABETH SITHOLE**

- Sewer spillages
- Electricity outages
- Maintenance of Water Drainage
- Lack of youth employment, job opportunities and business opportunities for young people be prioritised as well
- Low cost houses
- Stands
- High mast light
- Roads rehabilitation
- Maintenance of cemetery facilities

Farms (KwaSlevana, Roodebank, Leeuwpan, KwaSmith(klipdrift), Rhino Lodge, Kubo Mtsweni, Kwamfundisi)

- Upgrading of school
- Provision and maintenance of windmills and boreholes in the farms.
- Provision of water, sanitation (toilets) and electricity.
- Crèche
- Job creation projects
- Provision of low costs houses
- Water and electricity upgrade
- Provision of water tanks in the farms
- Construction of a library for the community in the farms
- Land for agriculture project/purposes

WARD 20



**WARD COUNCILLOR:
NONKOSINATHI MENCY NDODA**

COMMUNITY CONSULTATION NEEDS

- Electricity outages
- High school in ext. 10 (greenfield)
- Gravelling of roads
- High mast light
- Provision of stands
- Maintenance on high mast light at Ext 10
- Maintenance of storm water drainage from the traffic circle to White City section
- Phase 2 of paving of road from Chicken Eyakho to Bracken Road
- Re gravelling of roads Ext 10 and Ext 16
- Upgrade of sport ground at Ext 10
- Maintenance of cemetery facilities
- Sewer spillages

WARD 21



**WARD COUNCILLOR:
ENGELA JOHANNA VAN ROOYEN**

COMMUNITY CONSULTATION NEEDS

Maintenance of engineering services
Storm water drainage system – blocked.

- Not sufficient enough to accommodate huge quantities of water

Info-boards –not maintained & updated for tourist

- Damaged Board in Helen Joseph Street needs to be completed. (Half completed structure an embarrassment – standing uncompleted for years now)

Social-upliftment –

- We urgently need a frail care centre for low cost housing residents
- EXT 23- Community Centre/Hall, Shopping Centre, playground at Ext 23.

Traffic stop streets/lights –

Barricade at entrance to Secunda- Walter Sisulu rd.-

- Crash Barricade damage needs to be repaired and painted

Streetlights –

- Bulbs. Urgent repair and correction of damaged light poles

Street names & house numbers –

Emergency services suffer to find correct addresses.

- Need poles with visible sustainable steel plate, name printed, and signs.
- By-law to keep residents responsible on visible house numbering.

Sewer and Water system –



	➤ Traffic calming in front of the Lifestyle Centre in Joe Slovo Street needs urgent attention. Residents there have the problem to exit their premises because of main street and heavy traffic. ➤ Traffic Light – PDP Kruger and Danie Theron Streets. (At Fire Station)	➤ Infrastructure is old. Needs upgrading. Taxi rank- ➤ Needs upgrading and cover parking Maintenance of cemetery facilities
WARD 22  WARD COUNCILLOR: NDABA BETTY BAWINILE	COMMUNITY CONSULTATION NEEDS ➤ Electricity challenges ➤ Sewer spillages ➤ Phase Two of the multipurpose Centre ➤ Parks ➤ Reservoir leaking ➤ Stands for residential purposes ➤ Request for RDP's ➤ Application for a primary school ➤ Speed humps ➤ Maintenance of cemetery facilities ➤ Unfinished hall in ext. 5 ➤ High school ➤ Bridge for access to Madlelo aluhlaza ➤ Traffic signs ➤ Increase the number of toilets in schools ➤ Job creation ➤ Paving of roads ➤ Stand proclamation ➤ Electrification of 42 stands ➤ Water for 34 houses	
WARD 23  WARD COUNCILLOR: BRENDA DORCAS MAHLANGU	COMMUNITY CONSULTATION NEEDS ➤ Electricity outages ➤ Parks needed ➤ Water Reservoir leaking ➤ Stands for residential purposes ➤ Job creation ➤ Foot bridge to be constructed next to Khethelo High School ➤ Paving of roads ➤ Storm water drainage ➤ Renovation of roads ➤ Increase the number of toilets in schools ➤ AZAPO section need for toilets construction ➤ Requests for RDP ➤ Re-gravelling of roads in Ext 4 ➤ Provision of land for cemeteries	
WARD 24	COMMUNITY CONSULTATION NEEDS ➤ Cracks in most RDP houses ➤ Electricity outages ➤ High mast lights ➤ Water shortages ➤ Toilets not connected to RDPs ➤ Request for stands ➤ Potholes ➤ Renovation of eMzinoni Stadium	



**WARD COUNCILLOR:
KHEHLA DANIEL MAZIBUKO**

- Storm water drainage
- Street lights (Tambo) and Electrification at Tambo
- Paving of roads
- Provision of large Street Bins
- Indigent approval (Centralised)
- Title Deeds / Title Deeds Transfer (Old Location)
- Roads-Standerton Road (Speed Humps)
- Renumbering of houses in Ext 7 the new proclaimed **land**

WARD 25



**WARD COUNCILLOR: CISKA
BOTH**

COMMUNITY CONSULTATION NEEDS

Roads and Road Safety

- Road and Traffic signs and signals - Traffic signs in Trichardt town need desperate maintenance, and in some areas should be replaced where they are missing, specifically a “dead-end” sign at the end of Grey street as this relates to road damages due to trucks turning around when realising it is a dead end – also damages the fencing of the cemetery. Stop signs all of Trichardt street name poles/boards – The whole of ward 25
- A robot or four-way stop is needed at Trichardt entrance (Grey Street) from Trichardt/ Evander road
- Tarring/ paving of Clinic parking in Trichardt – The current gravel road is a serious safety risk for emergency vehicles.
- Tarring/ paving of Library Parking in Trichardt – Next to the clinic (also relates to safety risk, as well as the need of development of road infrastructure)
- Tarring of gravel roads in Trichardt town – Van Belkum Street, Grove Street (also for decreased safety risk of emergency vehicles travelling to Highveld Medi Clinic), Ebrahim Daya Street
- Lamp poles falling over and bent in Trichardt, as well as across Kuipersaam Gastehuis Ext 22– severe safety risk with legal and cost implications. Since the IDP was approved, Trichardt lamp poles have deteriorated significantly. An audit is needed with regard status and life span of the electricity and lamp poles in Trichardt.
- Upgrade of R580 (Trichardt/Evander road) – potholes a serious safety risk on this busy road connecting with the N17, especially between Secunda and Trichardt
- R580 (Evander/Trichardt road) also in dire need of lighting – street lamps / high mast lights. The road cannot be seen at night time. This is the only road connecting Secunda town to the hospital in Trichardt. This street is also a HIGH ACCIDENT ZONE
- Barrier should be replaced at the corner of Grey and R580 (also be made more visible at night time)
- R580 to be painted
- Speedbumps in Nelson Mandela Street to be painted
- Robot in Nelson Mandela Street (L/S Goedeheop) to be fixed/replaced (children are currently regulating the traffic here as scholar patrols). Same situation in Helen Joseph street pedestrian Robot
- Road lighting by street lamps/ High Mast lights in front of Highveld Medi clinic for emergency vehicle and pedestrian safety
- Speedbumps in front of L/S Trichardt to be painted (Ruth First Street)
- Potholes – Helen Joseph, Vincent Tshabalala, Ruth First (posing a safety risk to children crossing the streets/riding bicycles), Carolus, Trichardt/Evander road (R581), Rapportryer Street, Richter Street, Bekker Street, Lehman Street, Broadbent Street other areas of Trichardt and Secunda

Sewage and Water infrastructure

- Upgrade of Storm water system and storm water infrastructure (Trichardt & Ext 22) – cannot handle large loads of water in the raining season, as well as the continuous

development of the town in Trichardt. The storm water systems are also mostly blocked, causing for water to ruin the roads and make potholes during the rainy seasons.

- Water leak maintenance the whole of Ward 25 – we need to spare all the water we can. Infrastructure in Trichardt is too old and often causes water leaks due to pressure changes. Field in Helen Joseph Street (close to Albany) often has water leaks where water runs down the street for days. Water leaking in Van Schalkwyk Street (in front of Villa Tritoma) on and off for more than a year. Ext 22 Colenso Street often has water leaks as well.
- Water wastage and recycling management – Businesses use too much water cleaning vehicles etc, in Trichardt especially at the end of Paul Kruger Street (no wash bays/ water usage plans implemented). By laws need to be applied here.
- Sewage blockages/ manhole overflows
- Upgrade of Sewage system and sewage infrastructure – Pumpstation at the corner of Ebrahim Daya and Vincent Tshabalala streets in Trichardt has been repaired but shortly after malfunctioned again. The infrastructure of Trichardt town cannot handle its continuous growth. Infrastructure is in a poor state and heavily outdated.

Electricity

- Electrical box maintenance – Electric boxes are accessible and often times completely open – serious safety concern to children in streets. Also malfunction when it rains causing power outages.
- Electrical boxes need locks all over Trichardt and Secunda
- Power Substation upgrade and maintenance. Causes regular power outages especially with rainy or stormy weather. Cables often breaking or malfunctioning.

By Law Enforcement

- By-Law enforcement regarding illegal vendors in Trichardt (Especially on the Trichardt/Evander road across Sasol Secunda Junction); as well as throughout Trichardt there are illegal caravans parked in several locations, conducting business
- Illegal dumping on the corner of Einstein and Erasmus streets.
- A vehicle for the By law enforcement unit is needed in order to tend to reported by law contraventions in Trichardt.

Other

- A new High School in Trichardt
- Cemetery fence needs replacement, upkeep of cemetery grounds
- Trichardt Tennis court needs upgrading and maintaining, as well as the field surrounding it
- Park in Trichardt, Bekker Street needs maintaining, upgrading – Trucks from Timber City currently using it as parking area
- Old Trichardtsfontein Combined School building demolished and field maintained
- Ditch on the border of Ward 25 and 21 needs to be maintained and upgraded in terms of safety concerns as it is a severe danger to drivers at night pulling off the road and has caused fatal accidents in the past.
- Community hall needed
- Field/green strip maintenance – next to Highveld Park Primary School, Senecta Centre (for the safety of school children walking through the field), Sasol Secunda Junction, nursery
- Tree pruning – most parts of the ward, is a danger to safety and road safety
- Infrastructure needed at informal settlement next to Terreblanche warehouse (close to old Trichardtsfontein combined school)
- Maintenance of cemetery parks

Holfontein

- There are no basic services (water, sanitation, electricity)
- Most residents are unemployed and disadvantaged and in need of job opportunities
- There is a need for lighting for the safety of the residents
- Residents complain about extremely low water pressure and very few taps. They are in need of a JOJO tank or perhaps a water tanker that could supply water once a week

	➤ Residents request assistance from the municipality in digging holes with a TLB that could enable them to construct their own toilets since there are none ➤ The main gravel road entrance to the community is often washing away in the rainy season. This road must be temporarily fixed, by laying new dolerite and grading it. Residents were informed that infrastructure is being installed at a new site next to Adullam to which the community will be moving. No timeframe for this move was provided.		
WARD 26  WARD COUNCILLOR: BUTESI DAVID MOKOENA	COMMUNITY CONSULTATION NEEDS ➤ Formalisation of new areas Ext 11 ➤ Maintenance of eMzinoni Stadium ➤ Maintenance of Storm water channels ➤ Large Street Bins ➤ Indigent approval (Centralised) ➤ Potholes ➤ Electricity outages ➤ Paving of Cow Village main road ➤ RDP houses ➤ Title Deeds ➤ Regravelling of roads ➤ Provision of stands ➤ Speed Humps (Standerton Road) ➤ Shortage of water in Ext 11 ➤ Construction of community Hall in Ext 13		
WARD 27  WARD COUNCILLOR: NCANE GLORIA MALAZA	COMMUNITY CONSULTATION NEEDS ➤ Request for stands ➤ RDP houses ➤ Electricity outages ➤ High mast lights ➤ Illegal dumping site ➤ Storm water drainage maintenance ➤ Formalisation of new areas ➤ Upgrade of eMzinoni Stadium ➤ Storm water next to eMzinoni Stadium ➤ Ext 2 Police station Road to install paving (Victor Khayiyane) ➤ Indigent ➤ Potholes ➤ Title Deeds ➤ Standerton Road (Speed Humps) construction		
WARD 28 WARD COUNCILLOR:	COMMUNITY CONSULTATION NEEDS <table border="1"> <tr> <td data-bbox="552 1291 1047 1789"> Storm water drainage system ➤ EXT 22 & 23: not sufficient enough to accommodate big quantities of water Social-Upliftment ➤ We urgently need a frail care centre for low cost housing residents. ➤ EXT 5: repairs to Bethal Bam Hall and entertainment area Traffic stop streets/lights ➤ N17 - traffic signs and road signs painted on the tar surface need maintenance as they are not clearly visible any more Streetlights ➤ Bulbs. Urgent repair and correction of damaged light poles. ➤ High billing </td><td data-bbox="1047 1291 1503 1789"> ➤ Appliances break down. ➤ No visible street names and house numbers: very bad for tourists and emergency services. ➤ Sewer & fresh water overflows – most reported issues. ➤ Roads – potholes and cleaning of sidewalks. ➤ trees – branches are interfering with electricity cables, causing regular power trips ➤ Green strips – very dirty and untidy. Long grass. Traffic department needs to monitor illegal driving through these strips. </td></tr> </table>	Storm water drainage system ➤ EXT 22 & 23: not sufficient enough to accommodate big quantities of water Social-Upliftment ➤ We urgently need a frail care centre for low cost housing residents. ➤ EXT 5: repairs to Bethal Bam Hall and entertainment area Traffic stop streets/lights ➤ N17 - traffic signs and road signs painted on the tar surface need maintenance as they are not clearly visible any more Streetlights ➤ Bulbs. Urgent repair and correction of damaged light poles. ➤ High billing	➤ Appliances break down. ➤ No visible street names and house numbers: very bad for tourists and emergency services. ➤ Sewer & fresh water overflows – most reported issues. ➤ Roads – potholes and cleaning of sidewalks. ➤ trees – branches are interfering with electricity cables, causing regular power trips ➤ Green strips – very dirty and untidy. Long grass. Traffic department needs to monitor illegal driving through these strips.
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	Street names & house numbers – (emergency service need) ➤ Need poles with visible sustainable steel plate, name printed and signs. ➤ By-law to keep residents responsible on visible house numbering Sewer and water system ➤ Bethal Rand & NBO reservoirs not sufficient to supply that are with water – water storage system needs urgent upgrade ➤ Infrastructure is old. Needs upgrading. ➤ Storm water drainage system: urgent cleaning of all drains. ➤ Streetlights: our streets are dark and crime is on the increase. ➤ Electrical boxes: all are standing open and huge safety risk for children. Gets water when it rains and power failures occur. household's electrical	➤ Illegal advertisements – the by-law does not get implemented here, it creates a lot of unnecessary clutter in the ward against traffic signs that tampers visibility and accidents can occur. ➤ Traffic department – we need them more on duty on the roads. Municipal infrastructure gets damaged by speeding, drunken drivers, and nobody is kept accountable for the damage. Especially at night time and week-ends. Residents are fed-up with the speeding and racing going on at night time. ➤ Traffic department – coal trucks are illegally stopping at night in the area in front of burgers mica in town damaging the roads and increasing crime in that area. traffic officers need to work at night from time to time to fine those trucks parking illegally there ➤ Maintenance of cemetery facilities
WARD 29  WARD COUNCILLOR: AARON VUSUMUZI MBOKAZI	COMMUNITY CONSULTATION NEEDS ➤ Sport grounds needed ➤ Paving of roads ➤ Stands ➤ Paving of roads ➤ Electricity outages ➤ Sewer spillages ➤ High mast lights ➤ Re gravelling of streets ➤ Youth development office to be visible ➤ Job Creation ➤ RDPs ➤ Stands ➤ Maintenance of Khotso Hall	
WARD 30 WARD COUNCILLOR:	COMMUNITY CONSULTATION NEEDS ➤ Trimming of trees ➤ Upgrade of street lights ➤ Electrical boxes not closed ➤ Water leaks from meters ➤ Traffic circle illumination poor ➤ Pedestrian crossings lights not working ➤ Street signs worn away and many streets not marked ➤ High billing	
WARD 31 VACANT	COMMUNITY CONSULTATION NEEDS ➤ RDP House ➤ Electricity outages ➤ Maintenance of water channels	

	➤ Regravelling of roads ➤ Sewer spillages ➤ Maintenance and installation of High mast lights ➤ Water Low pressure in ext. 15 and Ext. 17 ➤ Foot bridges in ext. 15 , 17 and 20 ➤ Illegal kraal in Ext 20 ➤ Illegal dumping ➤ Stands ➤ High billing		
WARD 32  WARD COUNCILLOR: ISAYA LUKHELE	COMMUNITY CONSULTATION NEEDS <table> <tr> <td> ➤ Electricity outages ➤ Sewer reticulation ➤ Application for a primary and high schools ➤ Storm water drainage to be maintained ➤ Play parks for children </td><td> ➤ Provision of low costs houses ➤ Job opportunities in the community ➤ Maintenance of street lights ➤ High mast light ➤ Social responsibility projects ➤ Paving of roads </td></tr> </table>	➤ Electricity outages ➤ Sewer reticulation ➤ Application for a primary and high schools ➤ Storm water drainage to be maintained ➤ Play parks for children	➤ Provision of low costs houses ➤ Job opportunities in the community ➤ Maintenance of street lights ➤ High mast light ➤ Social responsibility projects ➤ Paving of roads
➤ Electricity outages ➤ Sewer reticulation ➤ Application for a primary and high schools ➤ Storm water drainage to be maintained ➤ Play parks for children	➤ Provision of low costs houses ➤ Job opportunities in the community ➤ Maintenance of street lights ➤ High mast light ➤ Social responsibility projects ➤ Paving of roads		

The following table reflect on the key service delivery challenges and development needs per key performance areas as raised by communities during the participation meetings conducted:

MUNICIPAL KEY PERFORMANCE AREAS	KEY SERVICE DELIVERY CHALLENGES / DEVELOPMENT NEEDS	
KPA 1: Financial Viability	☐ High billing system ☐ Concerns was expressed about Billing system not accurate ☐ The community requested an allocation of pay points for the elders.	
KPA 2: Sustainable Physical Infrastructure and Improve Customer Care Services	☐ Frequent power interruptions ☐ Sewer spillages ☐ Waste management challenges ☐ High mast light maintenance ☐ Road maintenance ☐ Construction of Speed humps across all wards ☐ Upgrading of all gravel roads across all wards ☐ Paving of Sidewalks across all wards ☐ Re gravelling of untarred roads	☐ Potholes fixing ☐ Upgrading of sewerage network, regular cleaning of blocked drains ☐ Construction of Storm water Drainage Infrastructure throughout the wards. ☐ Electrification of new houses ☐ Provision of high mast lighting throughout the wards to lighten dark areas. ☐ Upgrading of substations ☐ Provision of Electricity to Informal Settlements ☐ Sucking of toilets
KPA 3: Economic Growth and Development	☐ Employment opportunities ☐ Municipal Infrastructure Development projects must create jobs ☐ SLP project must be allocated equally between regions for the benefit of the entire communities	
KPA 4: Institutional Transformation	☐ By-Law enforcers to be stationed central	
KPA 5: Spatial Integration and Safe Protected Environment	☐ Grass cutting, cleaning and maintenance of paved road, sweeping of paved road in order to avoid blockages of storm water ☐ Construction of a multi-purpose centre ☐ Low cost houses of houses ☐ Identifying of Land for housing development ☐ Municipality must identify and allocate land to beneficiaries of the middle income housing project.	☐ Fencing of cemeteries ☐ Building of Recreational facility centres ☐ Provision of infrastructure in new stands ☐ Rectification of double packing stands ☐ Illegal dumping sites ☐ Sport grounds regravelling ☐ Renovation of the stadium ☐ Concerns about land invasion ☐ Taxi rank
KPA 6 : Governance and Stakeholder Participation	☐ Community meetings should be held regularly with residents so that they could have feedback on the issues raised ☐ Ward committee members should engage and liaise with members of the communities in all the farms for information to reach them timeously. ☐ Distribution of outstanding title deeds ☐ A need for regular community feedback meetings and communication is needed. ☐ Help with land claims ☐ Transfers of title deeds ☐ A need for assistance from the Financial Services Department with Indigent Registration	

5.3 HIGH LEVEL SUMMARY KEY SERVICE DELIVERY CHALLENGES AND DEVELOPMENTS NEEDPER KEY SECTOR DEPARMENT

The following table reflect on the key service delivery challenges and development needs per sector department as raised by communities during the participation meetings conducted

GOVAN MBEKI MUNICIPALITY GOVAN MBEKI MUNICIPALITY 2020/2021 INTEGRATED DEVELOPMENT PLANNING (IDP) PRIORITIES			
PRIORITY	PROBLEM STATEMENT	AFFECTED WARDS	PROPOSED INTERVENTION
DEPARTMENT OF ROADS AND STORMWATER			
Paved Roads Maintenance	Ageing Infrastructure (underground and surface) Shortage of staff Shortage of equipment Lack of Budget	All Wards	Rehabilitation of roads Development of PMS Procurement of equipment's Filling of vacant post Motivate for sufficient budget Funding required
Unpaved Roads Maintenance	Roads not trafficable Shortage of staff Shortage of equipment Lack of Budget	All Wards	Identification and licensing of borrow pits Procurement of equipment's Filling of vacant post Motivate for sufficient budget Funding required
Storm water system Maintenance	Illegal Dumping in the system Inadequate due population growth Lack of community awareness	All Wards	Create a community awareness on the impact of blocked storm water system Development of storm water management system Upgrading and installation of storm water systems

**GOVAN MBEKI MUNICIPALITY GOVAN MBEKI MUNICIPALITY 2020/2021
INTEGRATED DEVELOPMENT PLANNING (IDP) PRIORITIES**

PRIORITY	PROBLEM STATEMENT	AFFECTED WARDS	PROPOSED INTERVENTION
	The non-maintenance of storm water system causes the roads to be damaged and water overflow to houses Ageing Infrastructure Shortage of staff Shortage of equipment Lack of Budget		Procurement of equipment's Ageing Infrastructure to be replace to improve maintenance of storm water system Filling of vacant post Motivate for sufficient budget Funding required
Food Bridges	Storm water channels prevent that pedestrians to cross the roads which are unsafe and can cause loss of life.	8, 23 & 31 (ext. 15, 17 and 20)	Request to provide assistance and Funding
DEPARTMENT OF WATER AND SANITATION			
Maintenance of Sewer network	Sewer reticulation network is overloaded due to population growth which increases the discharge Sewer lines are damaged and needs repair.	All Wards	Repair and maintenance of the sewer lines, uplifting of sewer manholes. Upgrading of sewer network and outfall lines Funding is required for upgrading of sewer lines.
Upgrading of Sewerage pump stations	Sewer Pumps are overloaded, vandalised and malfunctioning pump stations.	Wards 1, 2, 3, 6, 17, 18, 19, 21, 25 & 30	Refurbishment and upgrading of pump stations. Feasibility study has been conducted for developing business plans to source funds for upgrading the remaining pump stations.
Refurbishment and upgrading of Waste Water Treatment Plant all affected areas, Leandra, Kinross, eMzinoni,	WWTW's are overloaded and malfunctioning, they need refurbishment and upgrade.	Wards 1, 2, 3, 6, 15, 17, 19, 22, 23, 24, 26, 27 & 28	Refurbishment and upgrading of WWTW's Emzinoni, Kinross WWTW are under upgrade from FY 2018/19 Evander, Trichardt and Embalenhle WWTW needs upgrade which business plans for sourcing funds are developed.

**GOVAN MBEKI MUNICIPALITY GOVAN MBEKI MUNICIPALITY 2020/2021
INTEGRATED DEVELOPMENT PLANNING (IDP) PRIORITIES**

PRIORITY	PROBLEM STATEMENT	AFFECTED WARDS	PROPOSED INTERVENTION
Provision and maintenance of windmills and boreholes in the farms. Provision of water, sanitation in farms	Malfunctioning wind mills and boreholes	1, 9,15, 16 and 25	Maintenance of windmills and boreholes. Installation of boreholes in farms. Water supply to farms with water carts.
DEPARTMENT OF ENERGY			
Streetlights and high mast lights maintenance	Ageing Infrastructure Vandalised infrastructure that feed the high mast lights. Old high mast light structures Poor Public Lighting	All wards	Refurbish the high mast light infrastructure as a whole Avail resources required to perform the duties. Upgrade infrastructure and intensify electrical network protection to protect both electrical equipment and personnel.
Electrical Infrastructure Challenges			
Electricity outages			
DEPARTMENT OF HUMAN SETTLEMENTS			
Allocation of residential stands – township establishment	Demand exceeded the supply	All wards	More allocation for human settlement
Low costs houses	The appointed contractors have slow progress on site	All wards	Monitoring through joint contractors meeting
Township Establishment : Kinross extension 30	Scope of work does not cover the infill pipe connection.	17	The PDoHS has been requested to intervene in this regard.

**GOVAN MBEKI MUNICIPALITY GOVAN MBEKI MUNICIPALITY 2020/2021
INTEGRATED DEVELOPMENT PLANNING (IDP) PRIORITIES**

PRIORITY	PROBLEM STATEMENT	AFFECTED WARDS	PROPOSED INTERVENTION
Township Establishment : Kinross extension 33	Land claim and slow progress	16	Sibiya and Le Roux is currently busy with the process of township establishment. Land Claim matter has been resolved- just waiting for land claim department to confirm
Township Establishment : Kinross extension 34	Land claim and Slow progress	16	Sibiya and Le Roux is currently busy with the process of township establishment. Land Claim matter has been resolved- just waiting for land claim department to confirm
West of Secunda	The PDoHS has appointed Prince of Tides for the Turn key project. Sasol is undermining on other portion of West Of Secunda	25	The service provider to continue on the portion of land that has no restriction of undermining
Charl Cilliers	No bulk water and sewer	10	Construction of the WWTW is funded through pipeline. Sasol through SLP is currently busy with water pipeline from ext 15 resevoir to Charl Cilliers.
DEPARTMENT OF EDUCATION			
Primary Schools	The township has grown in such a way that other townships have no school for children to attend to. Children are force to walk long kilometres to attend school in other areas.	32, 22 and 9	The Department of Public Works must liaise with the municipality for availability and allocation of land. Building of schools and provision of transport
High Schools		9, 14, 16, 20, 22, 25 and 32	
DEPARTMENT OF COMMUNITY SAFETY SECURITY AND LIAISON			

**GOVAN MBEKI MUNICIPALITY GOVAN MBEKI MUNICIPALITY 2020/2021
INTEGRATED DEVELOPMENT PLANNING (IDP) PRIORITIES**

PRIORITY	PROBLEM STATEMENT	AFFECTED WARDS	PROPOSED INTERVENTION
Police stations/ Mobile Police	Due to increase influx of people and high experiences in the number of crime cases reported in the affected area the need arise for more support, interventions and measures to prevent crime.	8,9 ,10 12,13 &14	New police stations must be constructed and support to combat issues of crime.
DEPARTMENT OF HEALTH			
Clinic facilities	One clinic is utilised by a high number of people. This has led to people often turned away because of a single clinic. Clinic is understaffed and a new clinic is needed. The community is expanding. The clinic also caters for patients from Devon The existing does not have facilities for the elderly.	1, 2, 4, 16, 17, 18	Provision of mobile clinic services on a monthly basis to the farm areas. Building of new clinic.
DEPARTMENT OF SPORTS ARTS AND CULTURE			
Libraries	Libraries are not sufficient to accommodate a high number of school children.	1, 2, 4, 16, 17, 18	Sufficient budget must be made available so as to construct libraries.

**GOVAN MBEKI MUNICIPALITY GOVAN MBEKI MUNICIPALITY 2020/2021
INTEGRATED DEVELOPMENT PLANNING (IDP) PRIORITIES**

PRIORITY	PROBLEM STATEMENT	AFFECTED WARDS	PROPOSED INTERVENTION
Mobile Libraries	Children from farms cannot access libraries in their schools.	All farms	All farms must be allocated with mobile libraries
Stadium	Lack of stadiums deprive many people a chance to be actively participate in different sporting codes.	24,26,27 and 29	Old and existing stadiums must be fixed and upgraded
DEPARTMENT OF SOCIAL DEVELOPMENT			
Multi -purpose centres	Lack of multi-purpose centres deprive many people a chance to be actively participate in different sporting codes.	2, 3, 9 and 17	Multi- purpose centres must be constructed
Phase 2 of Multi -purpose centres	The centre was built but it remains unfinished due to insufficient budget.	22	The Department must prioritise the funding of this centre.
Community halls	No community hall	25 and 26	Budget to construct community hall
ECONOMIC DEVELOPMENT DEPARTMENT			
Job creation	Unemployment due to population growth	All wards	Packaging of bankable business firms to yield job opportunities
DEPARTMENT OF AGRICULTURE, FORESTRY AND FISHERIES			
Provision of land for grazing in the farms	not enough land is allocated to the farm dwellers	All the farms	Land must be allocated to farm people for grazing
Dumping sites	Illegal dumping sites	All wards	Formalisation of dumping sites

CHAPTER 6: MUNICIPAL STRATEGY DIRECTIVES

This chapter outlines the municipal development strategy linked as it gives details on the status of internal sector and operational plans that and the overall strategic development objectives of the Municipality.

The provision, operation and maintenance of infrastructure for basic services are crucial to ensure the long term sustainability of the municipal area. Basic services in the context of the municipality are electricity, water, sanitation (sewerage and solid waste) and roads (with associated storm water).

For this 2019/2020 IDP review the strategic direction of Council remains unchanged.

6.1 MUNICIPAL VISION, MISSION, STRATEGIC OBJECTIVES AND KEY PERFORMANCE AREAS

The revised strategic thrust of Govan Mbeki Municipality is diagrammatically represented below:



The “themes” agreed on within the Mission Statement were as follows:

- ☐ Service delivery
- ☐ Local economic development
- ☐ Financial sustainability
- ☐ Working together with the community
- ☐ Staff development
- ☐ Sound corporate governance

6.2 MUNICIPAL STRATEGIC OBJECTIVES AND DEVELOPMENT PRIORITIES

The Vision, Mission and Values are informed by the following Six (6) Key Strategic objectives, which the municipality intend to achieve and to be realised over the course of the 5-year term (and potentially continued beyond).

Strategic Objective 1: To enhance revenue & secure financial sustainability	Strategic Objective 3: To facilitate and create an enabling environment for diversified local economic development, social cohesion and job creation	Strategic Objective 5: To develop spatially integrated, safe communities and a protected environment
Strategic Objective 2: To provide sustainable services, optimise operations and improve customer care	Strategic Objective 4: To enhance the capacity of human capital and deliver institutional transformation	Strategic Objective 6: To promote good corporate governance and effective stakeholder engagement

6.3 MUNICIPAL KEY PERFORMANCE AREAS (KPA'S)

The Municipal Key Performance Areas in line with the strategic objectives of Govan Mbeki Municipality are as per below table:

MUNICIPAL KEY PERFORMANCE AREAS (KPA'S)	STRATEGIC OBJECTIVES
KPA 1: FINANCIAL SUSTAINABILITY	To enhance revenue & secure financial sustainability
KPA 2: SUSTAINABLE PHYSICAL INFRASTRUCTURE AND IMPROVE CUSTOMER CARE SERVICES	To provide sustainable services, optimise operations and improve customer care
KPA 3: ECONOMIC GROWTH AND DEVELOPMENT	To facilitate and create an enabling environment for diversified local economic development, social cohesion and job creation
KPA 4: INSTITUTIONAL TRANSFORMATION	To enhance the capacity of human capital and deliver institutional transformation
KPA 5: SPATIAL INTEGRATION AND SAFE PROTECTED ENVIRONMENT	To develop spatially integrated, safe communities and a protected environment
KPA 6: GOVERNANCE AND STAKEHOLDER PARTICIPATION	To promote good corporate governance and effective stakeholder engagement

6.4 ACCESS TO BASIC SERVICES AND INFRASTRUCTURE

6.4.1 ACCESS TO BASIC SERVICES: NO OF HOUSEHOLDS WATER

ACCESS TO BASIC SERVICES / NO OF HOUSEHOLDS GEOGRAPHY BY PIPED WATER							
MUNICIPAL WARDS	Piped (tap) water inside dwelling/i nstitution	Piped (tap) water inside yard	Piped (tap) water on community stand: distance less than 200m from dwelling/insti tution	Piped (tap) water on community stand: distance between 200m and 500m from dwelling/ins titution	Piped (tap) water on community stand: distance between 500m and 1000m (1km) from dwelling /institution	Piped (tap) water on community stand: distance greater than 1000m (1km) from dwelling/instituti on	No access to piped (tap) water
	47411	31878	2309	919	296	176	885
Ward 1	2380	756	114	45	25	5	83
Ward 2	2622	429	26	11	6	-	29
Ward 3	1835	451	6	7	-	1	17
Ward 4	1039	794	-	1	-	-	-
Ward 5	1967	58	36	3	3	1	18
Ward 6	616	830	12	16	7	-	11
Ward 7	1590	159	1	1	-	-	1
Ward 8	843	1049	3	3	-	-	4
Ward 9	1133	882	8	1	4	2	8
Ward 10	574	2506	46	22	4	2	7
Ward 11	1460	684	15	3	-	1	8
Ward 12	672	2342	6	-	-	3	1
Ward 13	506	1585	7	1	-	-	12
Ward 14	301	1284	1	-	-	-	6
Ward 15	1827	796	502	145	63	42	192
Ward 16	1462	1084	720	211	36	4	40
Ward 17	1480	134	8	1	1	2	66
Ward 18	2343	136	199	195	66	12	6
Ward 19	1308	4012	106	38	17	13	102
Ward 20	2480	2375	11	9	3	1	18
Ward 21	2185	43	6	2	-	4	4
Ward 22	992	2020	21	9	1	1	22
Ward 23	298	1163	7	2	1	-	2
Ward 24	1122	1014	23	4	3	4	36
Ward 25	2895	124	16	6	1	-	10
Ward 26	1768	1066	363	164	51	73	132
Ward 27	797	1032	3	5	3	-	14
Ward 28	2851	670	9	4	1	2	10
Ward 29	1025	317	1	3	2	-	-
Ward 30	2216	38	4	-	-	2	4
Ward 31	1321	1182	26	-	-	-	13
Ward 32	1505	864	2	8	-	2	9



6.4.2 ACCESS TO BASIC SERVICES: NO OF HOUSEHOLDS ELECTRICITY

Access to Basic Services / NO OF HOUSEHOLDS Geography by Geography by Energy or fuel for lighting						
MUNICIPAL WARDS	Electricity	Gas	Paraffin	Candles (not a valid option)	Solar	None
	75743	184	1045	6471	208	224
Ward 1	3136	13	19	223	12	7
Ward 2	3019	2	6	87	2	9
Ward 3	2275	1	-	33	6	2
Ward 4	1736	3	21	66	5	3
Ward 5	1999	2	11	65	3	5
Ward 6	1384	-	14	91	1	3
Ward 7	1744	-	1	6	1	-
Ward 8	1784	2	15	91	9	-
Ward 9	1926	4	18	74	10	4
Ward 10	2870	-	33	237	7	13
Ward 11	2044	6	15	94	6	6
Ward 12	2608	4	31	363	8	10
Ward 13	1843	2	27	234	1	6
Ward 14	1311	1	9	262	-	8
Ward 15	2504	22	124	898	9	10
Ward 16	3296	6	19	216	8	12
Ward 17	1609	4	12	62	1	3
Ward 18	2467	7	112	352	14	5
Ward 19	4193	11	361	997	22	12
Ward 20	4418	11	71	338	11	47
Ward 21	2235	6	-	-	1	1
Ward 22	2834	19	7	191	3	12
Ward 23	1437	-	3	29	4	2
Ward 24	2023	6	3	165	5	3
Ward 25	3022	5	-	10	7	7
Ward 26	2606	8	48	926	14	15
Ward 27	1741	17	18	72	2	4
Ward 28	3477	8	5	51	7	-
Ward 29	1307	2	2	29	3	4
Ward 30	2240	5	2	5	8	2
Ward 31	2356	3	27	141	9	5
Ward 32	2302	3	8	62	8	6

6.4.3 ACCESS TO BASIC SERVICES: NO OF HOUSEHOLDS REFUSE DISPOSAL

ACCESS TO BASIC SERVICES / NO OF HOUSEHOLDS GEOGRAPHY BY REFUSE DISPOSAL						
MUNICIPAL WARDS	Removed by local authority/private company at least once a week	Removed by local authority/private company less often	Communal refuse dump	Own refuse dump	No rubbish disposal	Other
	76951	922	663	3794	1296	247
Ward 1	2746	37	74	491	42	19
Ward 2	3061	2	-	31	27	2
Ward 3	2277	-	3	15	19	4
Ward 4	1584	8	184	34	20	4
Ward 5	1910	38	7	119	7	5
Ward 6	1456	-	-	20	15	2
Ward 7	1743	8	-	1	-	-
Ward 8	1891	2	3	5	-	1
Ward 9	1909	93	11	22	1	1
Ward 10	2966	11	16	147	19	3
Ward 11	2145	13	-	7	1	4
Ward 12	2997	10	5	7	3	1
Ward 13	2094	2	-	14	-	2
Ward 14	1543	2	5	38	2	1
Ward 15	1782	90	70	1212	365	47
Ward 16	3521	3	4	17	3	8
Ward 17	1506	13	3	69	92	9
Ward 18	2427	47	19	172	271	20
Ward 19	4819	95	82	519	55	24
Ward 20	4427	133	90	216	22	8
Ward 21	2194	32	6	5	-	6
Ward 22	3044	4	-	4	13	-
Ward 23	1462	1	9	1	1	-
Ward 24	2092	5	3	97	2	4
Ward 25	2919	77	12	27	1	17
Ward 26	2828	4	42	407	305	30
Ward 27	1781	22	-	40	5	7
Ward 28	3397	106	7	27	4	7
Ward 29	1345	1	1	1	-	-
Ward 30	2187	54	2	11	1	7
Ward 31	2520	3	5	12	-	1
Ward 32	2379	4	-	6	-	2



6.4.4 ACCESS TO BASIC SERVICES: NO OF HOUSEHOLDS SANITATION

ACCESS TO BASIC SERVICES / NO OF HOUSEHOLDS GEOGRAPHY BY TOILET FACILITIES								
MUNICIPAL WARDS	None	Flush toilet (connected to sewerage system)	Flush toilet (with septic tank)	Chemical toilet	Pit toilet with ventilation (VIP)	Pit toilet without ventilation	Bucket toilet	Other
	1519	74592	1251	427	2582	1913	485	1105
Ward 1	55	2850	54	59	99	181	75	35
Ward 2	26	3017	5	-	2	35	4	35
Ward 3	18	2284	2	-	1	-	10	1
Ward 4	-	1815	15	-	-	-	3	1
Ward 5	6	1969	34	-	26	46	4	1
Ward 6	31	1373	23	-	20	26	7	13
Ward 7	3	1728	15	2	5	-	2	-
Ward 8	3	1889	4	-	1	-	1	3
Ward 9	10	1803	10	15	148	26	17	7
Ward 10	16	2942	81	4	17	61	14	26
Ward 11	28	2097	23	3	1	2	4	12
Ward 12	7	2935	65	3	8	-	-	7
Ward 13	7	2066	25	1	2	6	-	6
Ward 14	6	1566	18	-	-	1	-	-
Ward 15	261	1716	131	125	227	678	181	248
Ward 16	23	1911	97	9	1450	48	9	10
Ward 17	13	1594	14	-	13	37	16	5
Ward 18	54	2468	14	2	1	162	31	224
Ward 19	72	4787	298	28	95	198	36	81
Ward 20	35	4742	85	-	4	8	2	20
Ward 21	3	2229	8	-	-	-	1	1
Ward 22	183	2021	53	161	421	42	14	172
Ward 23	2	1453	14	-	2	3	-	1
Ward 24	81	2065	29	1	-	2	18	8
Ward 25	17	3015	11	-	2	1	2	5
Ward 26	452	2590	25	10	18	342	30	150
Ward 27	29	1815	1	-	4	1	-	4
Ward 28	14	3484	32	-	6	2	-	9
Ward 29	2	1315	26	-	4	1	-	1
Ward 30	1	2250	6	-	1	-	-	4
Ward 31	56	2447	27	1	-	3	2	6
Ward 32	6	2358	6	3	4	-	4	9



6.4.5 GOVAN MBEI MUNICIPAL BASIC SERVICE AND INFRASTRUCTURE BACKLOGS

MP307 GOVAN MBEKI - TABLE A10 BASIC SERVICE DELIVERY MEASUREMENT

Description	Ref	2014/15	2015/16	2016/17	Current Year 2017/18			2018/19 Medium Term Revenue & Expenditure Framework		
		Outcome	Outcome	Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
Household service targets	1									
Water:										
Piped water inside dwelling		57 729	57 729	56 631	58 238	58 238	58 238	61 150	64 207	67 418
Piped water inside yard (but not in dwelling)		-	-	-	-	-	-	-	-	-
Using public tap (at least min.service level)	2	1 406	1 406	1 406	1 406	1 406	1 406	1 476	1 550	1 628
Other water supply (at least min.service level)	4	-	-	-	-	-	-	-	-	-
Minimum Service Level and Above sub-total		59 135	59 135	58 037	59 644	59 644	59 644	62 626	65 758	69 045
Using public tap (< min.service level)	3	-	-	626	626	626	626	657	690	725
Other water supply (< min.service level)	4	-	-	-	-	-	-	-	-	-
No water supply		-	-	-	-	-	-	-	-	-
Below Minimum Service Level sub-total		-	-	626	626	626	626	657	690	725
Total number of households	5	59 135	59 135	58 663	60 270	60 270	60 270	63 284	66 448	69 770
Sanitation/sewerage:										
Flush toilet (connected to sewerage)		57 449	57 449	90 711	93 287	93 287	93 287	97 951	102 849	107 991
Flush toilet (with septic tank)		456	456	456	456	456	456	479	503	528
Chemical toilet		-	-	-	-	-	-	-	-	-
Pit toilet (ventilated)		2 485	2 485	2 485	2 485	2 485	2 485	2 609	2 740	2 877
Other toilet provisions (> min.service level)		-	-	-	-	-	-	-	-	-
Minimum Service Level and Above sub-total		60 390	60 390	93 652	96 228	96 228	96 228	101 039	106 091	111 396
Bucket toilet		-	-	-	-	-	-	-	-	-
Other toilet provisions (< min.service level)		851	851	851	851	851	851	894	938	985
No toilet provisions		-	-	-	-	-	-	-	-	-



MP307 GOVAN MBEKI - TABLE A10 BASIC SERVICE DELIVERY MEASUREMENT

Description	Ref	2014/15	2015/16	2016/17	Current Year 2017/18			2018/19 Medium Term Revenue & Expenditure Framework		
		Outcome	Outcome	Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
Below Minimum Service Level sub-total		851	851	851	851	851	851	894	938	985
Total number of households	5	61 241	61 241	94 503	97 079	97 079	97 079	101 933	107 030	112 381
<u>Energy:</u>										
Electricity (at least min.service level)		8 125	7 881	7 881	7 881	7 881	7 881	8 275	8 689	9 123
Electricity - prepaid (min.service level)		48 381	49 833	84 259	86 876	86 876	86 876	86 876	89 567	89 567
Minimum Service Level and Above sub-total		56 506	57 714	92 140	94 757	94 757	94 757	95 151	98 256	98 690
Electricity (< min.service level)		-	-	-	-	-	-	-	-	-
Electricity - prepaid (< min.service level)		-	-	-	-	-	-	-	-	-
Other energy sources		-	-	-	-	-	-	-	-	-
Below Minimum Service Level sub-total		-	-	-	-	-	-	-	-	-
Total number of households	5	56 506	57 714	92 140	94 757	94 757	94 757	95 151	98 256	98 690
<u>Refuse:</u>										
Removed at least once a week		62 994	62 994	-	-	-	-	-	-	-
Minimum Service Level and Above sub-total		62 994	62 994	-	-	-	-	-	-	-
Removed less frequently than once a week		4 757	3 771 000	2 926	3 009	3 009	3 009	3 159	3 317	3 483
Using communal refuse dump		-	-	-	-	-	-	-	-	-
Using own refuse dump		62 994	64 938 000	64 938	64 938	64 938	64 938	68 185	71 594	75 174
Other rubbish disposal		1 418	918 000	918	918	918	918	964	1 012	1 063
No rubbish disposal		-	-	-	-	-	-	-	-	-
Below Minimum Service Level sub-total		69 169	69 627 000	68 782	68 865	68 865	68 865	72 308	75 924	79 720
Total number of households	5	132 163	69 689 994	68 782	68 865	68 865	68 865	72 308	75 924	79 720
<u>Households receiving Free Basic Service</u>	<u>7</u>									



MP307 GOVAN MBEKI - TABLE A10 BASIC SERVICE DELIVERY MEASUREMENT

Description	Ref	2014/15	2015/16	2016/17	Current Year 2017/18			2018/19 Medium Term Revenue & Expenditure Framework		
		Outcome	Outcome	Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
Water (6 kilolitres per household per month)		-	-	-	-	-	-	-	-	-
Sanitation (free minimum level service)		-	-	-	-	-	-	-	-	-
Electricity/other energy (50kwh per household per month)		-	-	-	-	-	-	-	-	-
Refuse (removed at least once a week)		-	-	-	-	-	-	-	-	-
Cost of Free Basic Services provided - Formal Settlements (R'000)	8									
Water (6 kilolitres per indigent household per month)		17 855	8 386	117	10	10	10	10	10	11
Sanitation (free sanitation service to indigent households)		827	376	657	-	-	-	-	-	-
Electricity/other energy (50kwh per indigent household per month)		4 105	400	67	10	10	10	10	10	11
Refuse (removed once a week for indigent households)		20 009	10 465	1 277	-	-	-	-	-	-
Cost of Free Basic Services provided - Informal Formal Settlements (R'000)		-	-	-	-	-	-	-	-	-
Total cost of FBS provided		42 796	19 628	2 117	19	19	19	20	21	22
Highest level of free service provided per household										
Property rates (R value threshold)										
Water (kilolitres per household per month)										
Sanitation (kilolitres per household per month)										



MP307 GOVAN MBEKI - TABLE A10 BASIC SERVICE DELIVERY MEASUREMENT										
Description	Ref	2014/15	2015/16	2016/17	Current Year 2017/18			2018/19 Medium Term Revenue & Expenditure Framework		
		Outcome	Outcome	Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
Sanitation (Rand per household per month)										
Electricity (kwh per household per month)										
Refuse (average litres per week)										
<u>Revenue cost of subsidised services provided (R'000)</u>	9									
Property rates (tariff adjustment) (impermissible values per section 17 of MPRA)										
Property rates exemptions, reductions and rebates and impermissible values in excess of section 17 of MPRA)		23 680	24 632	-	-	-	-	-	-	-
Water (in excess of 6 kilolitres per indigent household per month)		-	-	-	-	-	-	-	-	-
Sanitation (in excess of free sanitation service to indigent households)		-	-	-	-	-	-	-	-	-
Electricity/other energy (in excess of 50 kwh per indigent household per month)		-	-	-	-	-	-	-	-	-
Refuse (in excess of one removal a week for indigent households)		-	-	-	-	-	-	-	-	-
Municipal Housing - rental rebates										
Housing - top structure subsidies	6									
Other										
Total revenue cost of subsidised services provided		23 680	24 632	-	-	-	-	-	-	-



6.5 MUNICIPAL BASIC SERVICES AND INFRASTRUCTURE

6.5.1 Electricity (Energy)

The Municipality does not generate its own electricity and the national electricity supplier, Eskom, supplies bulk purchase of electricity to the Municipality for resale to consumers in the municipal area. Energy services includes maintenance and upgrade of electrical sub-stations and ensuring that there are required capacity for all the municipal towns for which services are rendered.

The IBT for the electricity is in-line with the NERSA guidelines. Various initiatives have been put in place through which electricity consumption should be managed such as energy saving and implementation of automated split and smart meters.

IDP PRIORITIES ELECTRICITY REGION 1			
Priority	Problem statement	Affected wards	Proposed intervention
Emzinoni NMD Capacity Upgrade	EXCEEDENCE OF CONTRACTED ESKOM NOTIFIED MAXIMUM DEMND	ALL WARDS	SOURCE FUNDING FOR NMD UPGRADE PROJECT-LONG TERM APPLY FOR NMD INCREASE ON THE EXISTING ESKOM CAPACITY-SHORT TERM
Bethal NMD Capacity Upgrade	EXCEEDENCE OF CONTRACTED ESKOM NOTIFIED MAXIMUM DEMND	ALL WARDS	SOURCE FUNDING FOR NMD UPGRADE PROJECT-LONG TERM
Installation of New High Mast	SHORTAGE OF HIGHMAST LIGHTS	WARD 23,WARD 28	MIG:INSTALLATION OF NEW HIGH MAST
Replacement of Broken Wooden Poles	BROKEN POLES	WARD 22,23,24,26,27,28	POLE REPLACEMENT
Maintenance of Existing Streetlights	POOR PUBLIC LIGHTING	WARD 15	PROCURE STREET LIGHT MATERIAL TO EFFECT REPAIRS(INSOURCED)
Maintenance of Existing High Mast	POOR PUBLIC LIGHTING	WARD 22,23,24,26,27,28	PROCURE HIGHMAST LIGHT MATERIAL TO EFFECT REPAIRS (OUTSOURCED)
IDP PRIORITIES ELECTRICITY REGION 2			
Project description		Ward/Area	
Additional 20MVA Capacity		Embalenhle	
Capacity upgrade Emzinoni and Bethal		Emzinoni/Bethal	
Capacity Upgrade Evander		Evander (R40 Million)	
Capacity Upgrade Kinross		Kinross (R30 Million)	
Electrification of infills		Embalenhle and Emzinoni	
Electrification		Kinross Marikana (R25 Million)	



6.5.2 Water

Govan Mbeki Local Municipality is a designated a Water Services Authority (WSA) in accordance with the Municipal Structures Act, Act No. 117 of 1998. It is responsible for the policy setting, planning, management and oversight of water service provision in its area of jurisdiction. Besides being the WSA, the municipality is also the Water Services Provider for all the water supply schemes in its area of jurisdiction.

Bulk water is purchased from Rand Water and internally reticulated to all the urban areas. Rand Water extracts the raw water from the Vaalriver and Vaaldam, purifies it and then provides in bulk to the municipality. The Rand Water main pipeline runs east-west through the municipality following roughly the N17 route alignment.

All the urban areas, with the exception of informal settlements in the townships, are fully reticulated in terms of potable water supply. Communities in the rural and peri-urban areas do not have access to piped potable water supply and use borehole water, however SASOL does supply piped potable water to some farms and will prefer to transfer this infrastructure to the local authority.



Water reservoir in eMbalenhle Extension 15

6.5.3 Sanitation (Sewerage)

The Municipality's sanitation infrastructure consists of 38 sewerage pump stations and 6 Waste Water Treatment Work. The municipality has developed Incident Management Protocol and performs process audits on an annual basis to ensure that there is an improvement on effluent quality. The wastewater quality analysis is performed by Gert Sibande District municipality laboratory.

6.5.4 Roads and Storm water

The local roads in the urban areas of Govan Mbeki are maintained by the municipality. Most of the roads in the previous white towns are paved and reasonably well maintained, while most of the roads in the township areas are unpaved and in a bad state of repair, especially during the summer rainy season.



Patching of potholes: eMbalenhle

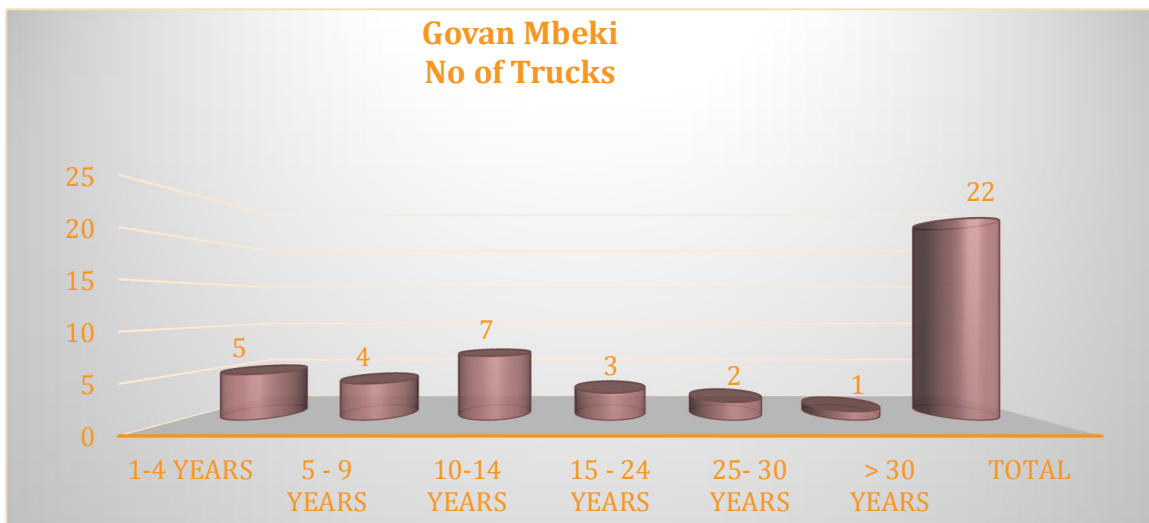
The Mpumalanga Province Department of Roads and Transport is responsible for the provincial road network which extends throughout the municipal area. The Municipality's road network length for paved roads are 505.9 km for all towns and the length of unpaved roads for the municipal towns are 398.1 km.

Currently Sasol is assisting the municipality with roads maintenance through SLP projects as all roads with in Govan Mbeki Municipality have reached its life span and need urgent upgrading thereof.

6.5.5 Solid Waste

Solid Waste Management is one of the strategic services rendered within Govan Mbeki Municipal jurisdiction. All households receive a once per week house to house solid waste collection, businesses and industries receive a three times per week collection while schools and institutions are attended twice per week.

The municipality has a fleet of 22 vehicles which vary in their conditions as depicted below:



There is a need to introduce Skip loader trucks in order to cater for bulks of waste generated, prevent illegal dumping and unsightly service yards. Skip bins need to be provided to businesses and recycling initiatives undertaken.

Litter bins need to be purchased that will encourage cleanliness in the area. Education and Awareness campaigns are a serious necessity for proper management of waste.

There is also a need for purchasing of additional refuse removal vehicles in order to enhance service delivery for business and residents of GMM



Five (5) new refuse collection

6.6 Integrated Human Settlement

Currently Govan Mbeki Municipality performs a wide range of functions in relation to housing and integrated human settlement development, these include amongst others the following:

- ❑ Identification of Suitable land for housing development- endeavours are made by GMM to identify and allocate land that is closer to amenities and economic opportunities for use by the occupants of the development
- ❑ Informal settlement upgrading and control: The municipality provides basic services in informal settlements. Through the GMM National Upgrading Support Programme the development of Informal Settlement Upgrading is done as an ongoing exercise of the municipality.
- ❑ Housing subsidy allocation and beneficiary administration: The municipality developed procedures for allocation of subsidies to qualifying beneficiaries. The Transversal Waiting list which has been converted into the National Housing Needs Register (NHNR) was developed and will be updated annually.
- ❑ Monitoring of housing projects: The municipality also performs monitoring of housing projects delivered by the PDoHS. The monitoring is done through physical site visits and through the Joint Contractors meetings and through project steering committees forums
- ❑ Facilitation to transfer properties: The municipality assist the PDoHS with facilitating registration and transfer of low cost houses to beneficiaries to obtain Title Deeds
- ❑ Township establishment and land use planning- the municipality from time to time utilises service providers for town planning of facilitate applications for township establishment purposes
- ❑ Engineering Service design, planning of bulk, and servicing of stands- such projects entails the providing of sewerage services, new infrastructure waste treatment and top toilet structures as well as maintenance of such infrastructure and facilities.
- ❑ Provision of new infrastructure for new development
- ❑ The provision and management of waste water, management facilities
- ❑ Planning and design as well as construction of roads, and storm water

The municipality also provides basic services in informal settlements. The process is in line with the policy for the development of informal settlements. Upgrading of informal settlements is an ongoing exercise for municipality.

6.6.1 Human settlement Projects implementation status

The below table reflect on current status and monitoring of the human settlement Projects as implemented:

GOVAN MBEKI MUNICIPALITY HUMAN SETTLEMENTS: IDP PROJECTS AND PROGRAMMES FOR IMPLEMENTATION FOR THE FINANCIAL YEAR 2017/18- 2021/2022								
EMZINONI								
Area/region	Settlement	Ward	Programme/Instrument Required	Availability of prioritized list of potential beneficiaries	Estimated sites	EIA approval	Township Establishment	Current Status Remarks by Municipality
Outlying (rural/periurban)	Holfontein	18	Require the relocation program intervention as the land is privately owned	280	1500	No application	No proposal	Municipality request to be assisted with the Relocation Programme as this land is privately owned
Outlying (rural/periurban)	Mazakhele	17	Require rural subsidy programme intervention	48	50	No application	No proposal	Municipality request assistance with funding to undergo land development preparation and provision of Rural Subsidy Programme
Outlying (rural/periurban)	Informal Settlement 3	18	Relocation subsidy	0	30	No application	No proposal	Municipality request assistance with funding to undergo land development preparation and provision of Rural Subsidy Programme

**GOVAN MBEKI MUNICIPALITY
HUMAN SETTLEMENTS:
IDP PROJECTS AND PROGRAMMES FOR IMPLEMENTATION FOR THE FINANCIAL YEAR 2017/18- 2021/2022**

Outlying (rural/periurban)	Informal Settlement 1	1	Rural subsidy programme intervention	0	30	no application	No proposal	Municipality request assistance with funding to undergo land development preparation and provision of Rural Subsidy Programme
Outlying (rural/periurban)	Informal Settlement 8	15	Rural subsidy programme	0	30	No application	No proposal	remarks by Municipality request Relocation Subsidy Programme
Emzinoni	Bethal Extension 11	26	UISP Consolidation	400	1594	Approved before NEMA came into operation Available	Approved and Proclaimed	Municipality request assistance with Rural Subsidy Programme
Emzinoni	Emzinoni Extension 1	26	UISP	18	50	Approved before NEMA came into operation	Approved and Proclaimed	Municipality request UISP and Consolidation Subsidy programmes interventions
Emzinoni	Emzinoni Extension 2	24	UISP	18	50	Approved before NEMA came into operation	Approved and Proclaimed	UISP intervention requested
Emzinoni	Emzinoni Extension 9	27	UISP	4	130	Approved before NEMA came into operation	Approved and Proclaimed	UISP intervention requested
Emzinonin	Emzinoni Extension 3	24	UISP	171	508	Approved before NEMA came into operation	Approved and Proclaimed	UISP intervention requested

GOVAN MBEKI MUNICIPALITY
HUMAN SETTLEMENTS:
IDP PROJECTS AND PROGRAMMES FOR IMPLEMENTATION FOR THE FINANCIAL YEAR 2017/18- 2021/2022

EMZINONI	Emzinoni Extension 10	23	UISP	171	508	Approved before NEMA came into operation	Approved and Proclaimed	UISP intervention requested
Emzinoni	Emzinoni Extension 8	26	UISP&EPHP Consolidation	86	728	Approved before NEMA came into operation	Approved and Proclaimed	UISP intervention requested
Emzinoni	Emzinoni Extension 6	23	IUSP	113	623	Approved before NEMA came into operation	Approved and Proclaimed	UISP intervention requested
Emzinoni	Emzinoni Extension 2	24	IUSP	18	50	Approved before NEMA came into operation	Approved and Proclaimed	UISP intervention requested , PHP and Consolidation Subsidy Programmes requested
Emzinoni	Emzinoni Extension 5	26	UISP EPHP Consolidation	180	2721	Approved before NEMA came into operation	Approved and Proclaimed	UISP requested
Emzinoni	Emzinoni Extension 4	23	IUSP	47	1842	Approved before NEMA came into operation	Approved and Proclaimed	Municipality request UISP interventions
Emzinoni	Emzinoni Extension 7	24	IUSP	113	623	Approved before NEMA came into operation	Approved and Proclaimed	Municipality request UISP and Consolidation Subsidy Programme intervention i
Emzinoni	Bethal Extension 23	26	IUSP	82		Approved before NEMA came into operation	Approved and Proclaimed	Municipality request UISP interventions

GOVAN MBEKI MUNICIPALITY
HUMAN SETTLEMENTS:
IDP PROJECTS AND PROGRAMMES FOR IMPLEMENTATION FOR THE FINANCIAL YEAR 2017/18- 2021/2022

Emzinoni	Emzinoni Extension 16	22	UISP EPHP Consolidation	180	2721	Approved before NEMA came into operation	Approved and Proclaimed	Municipality request UISP and Consolidation subsidy programme interventions
EMBALENHLE								
Area/region	Settlement	Ward	Programme/Instrument Required	Availability of prioritized list of potential beneficiaries	Estimated sites	EIA approval	Township Establishment	Remarks by Municipality
Embalenhle	Embalenhle Extension 25	4	UISP & EPHP Consolidation	250	934	Approved before NEMA came into operation	Approved but NOT Proclaimed	Municipality request UISP and Consolidation Subsidy programme interventions
Embalenhle	Embalenhle Extension 10	32				Approved before NEMA came into operation	Approved and Proclaimed	Municipality request UISP and Consolidation Subsidy programme interventions
Embalenhle	Embalenhle Extension 26	19	UISP & EPHP Consolidation	400	1594	yes	Approved and Proclaimed	Municipality request EPHP and Consolidation Subsidy programme interventions
Embalenhle	Embalenhle Extension 14	8	EPHP Consolidation	30	2586	Approved before NEMA came into operation	Approved and Proclaimed	Municipality request EPHP and Consolidation Subsidy programme interventions
Embalenhle	Embalenhle Extension 15	10	EPHP Consolidation	30	3821	Approved before NEMA came into operation	Approved and Proclaimed	Municipality request EPHP and Consolidation Subsidy programme interventions



GOVAN MBEKI MUNICIPALITY
HUMAN SETTLEMENTS:
IDP PROJECTS AND PROGRAMMES FOR IMPLEMENTATION FOR THE FINANCIAL YEAR 2017/18- 2021/2022

Embalenhle	Embalenhle Extension 16	20	EPHP Consolidation	30	2190	Approved before NEMA came into operation	Approved but NOT Proclaimed	Municipality request EPHP & Consolidation Subsidy programmes intervention
Embalenhle	Embalenhle Extension 17	31	EPHP Consolidation	30	1264	Approved before NEMA came into operation	Approved and Proclaimed	Municipality request EPHP and Consolidation Subsidy programme interventions
Embalenhle	Embalenhle Extension 18	14	UISP Intervention	30	2588	Approved before NEMA came into operation	Approved but NOT Proclaimed	Municipality request UISP & Intervention Subsidy programmes intervention
Embalenhle	Embalenhle Extension 19	12	IUSP & EPHP	250	875	Approved before NEMA came into operation	Approved and Proclaimed	Municipality request IUSP and EPHP Subsidy programme interventions
Embalenhle	Embalenhle 20	12	IUSP & EPHP	29	1303	Approved before NEMA came into operation	Approved and Proclaimed	Municipality request IUSP and EPHP Subsidy programme interventions
Embalenhle	Embalenhle Extension 21	13	IUSP & EPHP	9	1184	Approved before NEMA came into operation	Approved and Proclaimed	Municipality request IUSP and EPHP Subsidy programme interventions
Embalenhle	Embalenhle Extension 22	19	IUSP & EPHP	60	2019	Approved before NEMA came into operation	Approved and Proclaimed	Municipality request IUSP and EPHP Subsidy programme interventions
Embalenhle	Embalenhle Extension 24	11	IUSP & EPHP	5	104	Approved before NEMA came into operation	Approved and Proclaimed	Municipality request IUSP & EPHP Subsidy programmes intervention
LEBOHANG								

GOVAN MBEKI MUNICIPALITY
HUMAN SETTLEMENTS:
IDP PROJECTS AND PROGRAMMES FOR IMPLEMENTATION FOR THE FINANCIAL YEAR 2017/18- 2021/2022

Area/region	Settlement	Ward	Programme/Instrument Required	Availability of prioritized list of potential beneficiaries	Estimated sites	EIA approval	Township Establishment	Remarks by Municipality
Lebohang	Lebohang Extension 12	3	UISP & EPHP Consolidation	86	728	Approved before NEMA came into operation	Approved and Proclaimed	Municipality request UISP and Consolidation Subsidy programme interventions
Lebohang	Lebohang Extension 13	1	UISP& EPHP Consolidation	79	696	Approved before NEMA came into operation	Approved and Proclaimed	Municipality request UISP& and Consolidation Subsidy programme interventions
Lebohang	Lebohang Extension 17	2	UISP & EPHP Consolidation	74	719	Approved before NEMA came into operation	Approved and Proclaimed	Municipality request UISP and Consolidation Subsidy programme interventions
Lebohang	Lebohang Extension 9	6	IUSP & EPHP	43	912	Approved before NEMA came into operation	Approved and Proclaimed	Municipality request IUSP and EPHP Subsidy programme interventions
Lebohang	Lebohang Extension 10	6	IUSP & EPHP	48	799	Approved before NEMA came into operation	Approved and Proclaimed	Municipality request IUSP and EPHP Subsidy programme interventions
Lebohang	Lebohang extension 11	3	EPHP Consolidation	7	67	Approved before NEMA came into operation	Approved and Proclaimed	Municipality request EPHP and Consolidation Subsidy programme interventions
KINROSS								
Area/region	Settlement	Ward	Programme/Instrument Required	Availability of prioritized list of potential beneficiaries	Estimated sites	EIA approval	Township Establishment	Remarks by Municipality

**GOVAN MBEKI MUNICIPALITY
HUMAN SETTLEMENTS:
IDP PROJECTS AND PROGRAMMES FOR IMPLEMENTATION FOR THE FINANCIAL YEAR 2017/18- 2021/2022**

Kinross	Kinross Extension 21	16	UISP	121	322	Approved before NEMA came into operation	Approved and Proclaimed	
Kinross	Kinross Extension 25	16	IUSP & EPHP	46	2163	Approved before NEMA came into operation	Approved and Proclaimed	
Kinross	Kinross Extension 33 34	16	UISP	3000	1457 906	Approved	Not yet , still in process	The Municipality is assisted by consultant appointed by the Provincial Department of Human Settlements. Regarding the Township establishment

MIXED HOUSING DEVELOPMENT

Kinross ext 30 mixed housing development situated in ward 16

EMbalenhle ext 13 mixed housing development situated in ward 7



To be a Model City and Centre of Excellence

3rd IDP Review 2020/2021

6.7 LOCAL ECONOMIC DEVELOPEMT (LED)

It is imperative that every municipality in South Africa creates an environment that is conducive to economic development, attract investors and stimulates growth, hence Local Economic Development (LED) is a key component of the deliverables of municipalities.

Legislative and Policy frameworks provide legal status to a municipality's LED strategy and compel the municipality to drive LED in its area of jurisdiction and this should not be interpreted that the municipality should or must provide jobs and create business enterprises, but it gives municipalities the mandate to create an enabling environment that would ensure that LED does take place.

The Constitution states that municipalities must facilitate social and economic development and it is further supported through The White Paper on Local Government that endorses clear responsibilities to local authorities in terms of their LED mandates.

A number of definitions for LED has been developed over the last couple of years but it can be regarded as a strategic approach which gives municipalities the mandate to create an enabling environment to become more of a developmental organs of state to build up the economic capacity of a local area to improve its economic future and the quality of life for all.

Definition: Local Economic Development (LED) is defined as “an outcome based on local initiatives and driven by local stakeholders.” It involves identifying and using local resources, ideas and skills to stimulate economic growth and development.

The reviewed LED Strategy for Govan Mbeki Municipality is guided by the following LED characteristics:

- ❑ LED entails stakeholders in a locality being involved in different activities aimed at addressing a variety of socio-economic needs of the community.
- ❑ LED is implemented based on local competitiveness in the context of local, provincial, national and global economic dynamics.
- ❑ The facilitation approach is at the heart of municipal LED planning, implementation, monitoring and evaluation; supported by systemic thinking principles.

The LED strategy seeks to launch a fight against the triple challenges of Poverty, unemployment and inequality as it has a number of programmes referred to as pillars or development thrusts i.e. Industrialisation, tourism development, warehousing and logistics, education, skills and capacity building, Marketing and Investments promotion, and cross cutting activities e.g. urban and rural development, housing development, infrastructure development and HIV/AIDS matters

It further seeks to achieve social cohesion as per the provisions of the national development plan (NDP) cycle of development which presupposes that the ultimate goal for development is social cohesion through formulation and implementation of focused programmes, projects and policies to achieve economic growth, poverty eradication, employment creation and rising living standards.

6. 7.1 LED STRATEGIC OBJECTIVES

The Following are LED Strategic Objectives as per the LED Strategy:

- ❑ Industrialisation of the Govan Mbeki economy using current& future comparative and competitive advantages; and newly targeted industries
- ❑ Diversification of the local economy to reduce overreliance on the two complimentary sectors of coal mining and fuel from coal SASOL production
- ❑ Incubation of small businesses and cooperatives to reduce failure rate at infancy and boost SMME and agriculture contribution to the local economy



- ❑ Improvement of living standards of the local citizenry through business and employment opportunities across economic sectors and industries
- ❑ Becoming number one contributor to the provincial economy within the next 5 years

6.7.2 LED STRATEGIC PILLARS OR PROGRAMMES

Six strategic pillars or programmes was identified for the achievement of LED strategic objectives as follows:

Pillar One:

Govan Mbeki Industrialisation Programme–the programme thrust is industrialisation of Govan Mbeki using current comparative and competitive advantages of coal mining as linked to SASOL fuel production activities. In addition, the programme focuses on manufacturing activities based on sectors and industries with future growth prospects especially agro-processing and alternative energy sources. The aim is to diversify the economy and reduce dependence on the two dominant and complimentary sectors of coal mining and fuel production.

Pillar Two:

SMME and Cooperatives Incubation Programme–national and international research has shown that 2 in every 7 newly established business ventures fail at infancy.

The small business and cooperatives incubation programme seeks to address the problem of high ‘infant mortality rate’ of small businesses and cooperatives. Agriculture and agro-processing have been identified as key sectors and industries that can provide leverage for SMME and cooperatives incubation. Land availability is therefore a critical factor for the success of this programme.

Pillar Three:

Tourism Hub Development Programme– in terms of the Govan Mbeki SDF, tourism has been identified as one of the key segments for promotion around Bethal/Emzinoni. Stakeholder consultation findings show that tourism within the local space is mainly business or industrial; as opposed to leisure (as evidenced by variations in room occupancy levels within a week).

Focus of this programme therefore is to compliment current visitor levels by introducing leisure dimensions to the tourism product portfolio within Govan Mbeki.

Pillar Four:

Warehousing and Logistics Hub Development Programme– the strategic location of Govan Mbeki within the province and country suggests that warehousing and logistics facilities development be considered seriously. In terms of the SDF, this segment development is ear-marked for Leandra/Lebohang. Given both rail and road network of provincial, national and international significance, this programme aims at providing necessary facilities for the storage and movement of goods to various market destinations locally, nationally and internationally.

Pillar Five:

Education, Skills and Capacity Development Programme–educational and skills levels from both a human resources and entrepreneurial view point is critical for growth and development within Govan Mbeki. The programme thrust is to develop and or boost the skills and capacity of small businesses and cooperatives within Govan Mbeki through a series of interventions. Such interventions boost employee productivity and ultimately reduce fatality or business mortality rate within the locality. Focus is on both soft and technical skills. Skills around engineering for the mines and SASOL petro-chemical activities are in high demand with few locals being part of the skilled force

Pillar Six: Marketing and Investment Promotion Programme–space marketing and investment opportunities promotion are key ingredients for the successful implementation of the LED strategy. Development and implementation of municipal investment incentive schemes, branding and marketing of investment opportunities and infrastructure development and basic services provision are key pillars of this programme.



Among others, the municipality should consider investment incentives such as;

- ☐ Tax rebates or holidays
- ☐ Reduced cost of land for development
- ☐ Reduced bureaucratic practices on land and business approvals
- ☐ Joint government and private sector infrastructure development arrangements etc.

Such schemes have the potential of attracting investors to packaged and promoted investment opportunities. Both space and product marketing are key strategies within this programme.

6.7.3 MAIN LEADING ECONOMIC SECTORS

The main leading economic sectors that contribute to the local economy within in Govan Mbeki community services are the following industries:

- ☐ Trade (including tourism),
- ☐ Mining,
- ☐ Manufacturing,
- ☐ Finance and
- ☐ Agriculture

6.7.4 PROPOSED LED INITIATIVES OVER 5 YEAR IDP 2017-2022

Industrialisation programme

- ☐ Industrialisation of Govan Mbeki will focus on manufacturing of a number of products from the SASOL petro-chemical activities (thought to be around 75). In addition, mining and agriculture sectors as well as SASOL activities use and require machinery, equipment and consumables in their everyday operations. The industrial park project seeks to establish a hub for production of these and other manufacturing related products.

Tourism Development Programme

- ☐ The Bethal-Potato-Festival has both historical and political connotations and stands out as a reminder to the ills of Apartheid. This project focuses on reviving the once popular festival which was abandoned. However, project implementation must consider the past in the context of current political, economic and social realities, i.e. it should not be implemented in its old previous form.

Logistics and Warehousing Programme

- ☐ This project seeks to establish facilities or warehouses for a number of commodities that are in high demand within Govan Mbeki Local Municipality

Education and Training Programme

- ☐ Mining and SASOL petro-chemical manufacturing activities within Govan Mbeki require engineering and other technical skills. The project focuses on establishment of Mpumalanga University Satellite Campus on engineering related programmes

SMME/COOPS Incubation

- ☐ This project seeks to establish a “farming community” housing animal rearing, crop production and related agro-processing activities. It is a learning centre of excellence with many services offered to emerging SMME and cooperative enterprises. Acquisition of a sizeable farm is critical for the establishment of this ‘Centre of Excellence’

The enterprise and supplier development programme

- ☐ The programme is relevant to the municipality's efforts towards job creation. Note should be taken that SMME's contribute 60% towards employment, hence the need to develop more to enable a production linked training to unemployed.

The Business Development Hub

- ☐ The programme will focus on extending the value chain of CSI programmes emanating from local big business.
- ☐ The hub will be to locally work with the community to serve as an extension of the operations of the LED Forum by engaging the industries to ensure that employment is coordinated from the community to service the industries.

The contractor support and development programme (BBBEE Initiative)

- ☐ There is a compelling need to elevate development of previously disadvantaged individuals and enterprise, and leadership is required to establish the framework for the development of previously disadvantaged individuals and enterprises to stimulate the role of industry and stakeholders for meaningful empowerment and improved contractor performance.

Capacity building to small business

- ☐ Skills training in collaboration with other agencies

Coordination of citizen participation to promote developmental local government

- ☐ LED Forums
- ☐ Working Groups

6.7.5 PROGRESS TO DATE ON CURRENT LED INITIATIVES

LED INITIATIVES	PROGRESS TO DATE
Functional LED Forum	☐ Scheduled LED Forum meetings
Establishment of Industrial Techno Park-	☐ Finalisation of township establishment in 2019-2020
Establishment of tourism Hub	☐ Mobilise funding to conduct feasibility studies 2019-2020
Establishment of warehousing and logistics Hub	☐ Mobilise funding to conduct feasibility study 2019-2020
Establishment of educational Hub	☐ Engage Vaal University of technology 2019-2020
Township Economy	☐ Benchmark with progressive Municipality
Incubation Programme-	☐ Capacitate 300 SMME/Cooperatives 2019-2021
Processing of Business Licence	☐ Intensify enforcement to ensure compliance by all businesses 2019-2020

6.8 SLP PROJECTS 2020/2021

Mineral and Petroleum Resources Development Act, Act 28 of 2002 requires that the mining houses must invest in communities where they operate and their labour sending areas through projects that attempts to address socio-economic challenges, poverty, underdevelopment and local economic development in general. The identified projects are listed below:

SLP PROJECTS 2020/2021							
No	Project Name	FY	Approval status	Ward	Funding Source	Amounts	Estimated Completion date
1	Internship Programme	2020-2021	Approved	ALL	Pan African Resources	R300 000	This project is implemented annually linked to the licence period
2.	Maths and Science project	2020-2021	Approved	All	Anglo Coal	R5 000 000	This project implemented annually linked to the licence period
3.	Houses Ext. 13 Emzinoni	2020-2020	Approved	26 Ext 13	Sudor Coal	R4 400 000	Undetermined
4.	Construction of a Community Hall Emzinoni	2020-2021	Approved	26 Ext 23	Shanduka Coal	R 500 000	Undetermined
5.	Leandra Sewer Network. Remedial works	2020-2021	Approved	03 Ext 01	Anglo Coal Sasol	Budget to be confirmed.	Undetermined
6.	Uplifting and exposure of water isolation valves and water hydrants	2020-2021	Approved		Exxaro	R3000 000	Undetermined
7.	Charl Cilliers Water pipeline	2019-2020	Approved	Ward 10 and 31	Sasol	R42 000 000	September 2019 to June 2020

6.9 Expanded Public Works Programme

The Expanded Public Works Programme (EPWP) has its origins in Growth and Development Summit (GDS) of 2003. At the Summit, four themes were adopted, one of which was 'More jobs, better jobs, decent work for all'. The GDS agreed that public works programmes 'can provide poverty and income relief through temporary work for the unemployed to carry out socially useful activities.

The Programme is a key government initiative, which contributes to Governments Policy Priorities in terms of decent work and sustainable livelihoods, education, health; rural development; food security and land reform and the fight against crime & corruption. EPWP subscribes to Outcome 4 which states "Decent employment through inclusive economic growth."



In 2004, the EPWP was launched and is currently still being implemented. The EPWP is a nationwide programme covering all spheres of government and state-owned enterprises.

The Programme provides an important avenue for labour absorption and income transfers to poor households in the short to medium-term. It is also a deliberate attempt by the public sector bodies to use expenditure on goods and services to create work opportunities for the unemployed. EPWP Projects employ workers on a temporary or on-going basis either by government, by contractors, or by other non-governmental organisations under the Ministerial Conditions of Employment for the EPWP or learnership employment conditions.

The current job opportunities created through EPWP for Govan Mbeki Municipality are a total 125

6.10 Community Work Programme

The Community Work Programme (CWP) provides an employment safety net. It aims to supplement existing livelihood strategies by providing a basic level of income security through work.

The CWP was designed to address high unemployment and contributes to key strategic goals of government in addressing poverty and unemployment. It is based on the recognition that policies to address unemployment and create decent work will take time to reach people living in marginalised areas with few opportunities.

The CWP does not replace government's social grants programme but supplements this. The programme is targeted at unemployed and underemployed women and men of working age. The programme aims to give those willing and able to work the opportunity to do so, and afford them the dignity and social inclusion that comes from this. What makes the CWP different is that it is also a community programme.

The current job opportunities created through CWP for Govan Mbeki Municipality are a total of 1100.

6.11 Rural Development

Govan Mbeki Municipality is considered to be peri-urban, hence the municipality is not part of the Comprehensive Rural Development Programme (CRDP) project roll out phases within Mpumalanga. It however needs to spatially accommodate the execution of the CRDP by promoting agrarian transformation, rural development and land reform.



6.12 Sports ,Recreation, Arts, Culture, Heritage and Facilities

The below table reflects on interventions required to address shortcomings associated with the component of Sports ,Recreation, Arts, Culture, Heritage and Facilities .

Project	Estimated cost	Source of funding	Year of implementation
Renovation of Nomoya Masilela Museum	R5 000 000.00	MIG/INTERNAL	2019-2020
Renovation of Johannes Stegmann Theatre	R5,000 000.00	MIG/INTERNAL	2019-2020
Renovation of Lillian Ngoyi stadium A&B field (excluding tartan track)	R2,000 000.00	MIG/INTERNAL/ SLP project	2019-2020
Upgrading of Lilian Ngoyi stadium infrastructure (ablution facilities, change room facilities, seating, lighting, commentator boxes, first aid room, offices, reception hall)	R3,000,000.00	MIG/ Own funding/ SLP project	2020/2021
Upgrading/ replacement of the tartan track at Lillian Ngoyi stadium	R20,000,000.00	MIG/ Internal funding/ SLP project	2020/2021
Fencing of the Lillian Ngoyi centre, parking area and stadium	R5,000,000.00	MIG/ Own funding/ SLP project	2020/2021
Air conditioning for Lilian Ngoyi centre	R600,000.00	Internal funding	2020/2021
Furniture for Lilian Ngoyi centre (tables, chairs, sound system, projectors)	R500,000.00	Internal funding	2020/2021
Renovation of Hendrik Joubert Rugby stadium in Bethal	R 10 000 000.00	MIG/INTERNAL	2019-2020
Renovation of Emzinoni stadium	R10 000.000.00	MIG/INTERNAL	2019-2020
Renovation of Lebohang stadium	R45 000 000.00	MIG/INTERNAL	2019-2020
Renovation of Risko Fakude stadium A&B field	R35 000 000 .00	MIG/INTERNAL	2019-2020
Renovation of Evander stadium	R7 000 000.00	MIG/INTERNAL	2019-2020
Renovation of Flour Daniel mini stadium	R10 000 000 .00	MIG/INTERNAL	2019-2020
Renovation of Ext 12 Netball court and soccer field	R25 000 000 .00	MIG/INTERNAL	2019-2020
Renovation Bethal squash, Netball court and Bowling court	R25 000.000.00	MIG/INTERNAL	2019-2020
Upgrading of Bethal dam resort	R20 000 000.00	MIG/INTERNAL/ SLP project	2019-2020
Fencing of Joe Gqabi (Evander) Lapa	R2,000,000.00	MIG/ Internal/ SLP project	2020/2021
Renovation of Oscar Mpethe Airfield		MIG/INTERNAL	2019-2020
Renovation of all Halls stadium	R15 000 000.00	MIG/INTERNAL	2019-2020
Renovation of Emzinoni Thusong Centre	R7 000 000.00	MIG/INTERNAL	2019-2020



Renovation of Tholulwazi Thusong Centre	R7 000 000 .00	MIG/INTERNAL	2019-2020
Construction of Embalenhle Thusong Centre	R25 000 000.00	MIG/INTERNAL	2019-2020
Graveling of all informal sports grounds (3 per ward)	R10 000 000.00	MIG/INTERNAL	2019-2020
Upgrading of Kinross golf club	R2,000,000.00	MIG/ Internal/ SLP	2020/2021
2 x LDV's for facilities	R600,000.00	Own funding	2020/2021
FACILITIE IDP PROJECTS			
Upgrading of Halls in GMM Bethal station hall, Bethal town hall, Raymond Mavuso hall,Sijongile Ndamase hall,Kgotso Tsotetsi hall, RDP hall, Dolman Mncube hall, Difa Nkosi hall, Lebohang Civic Centre	R20 000 000.00	GMM/MIG/PPP and others	2020/21
Upgrading of (Lillian Ngoyi stadium A&B field	R 45 000 000.00	GMM/MIG/PPP and others	2020/21
Upgrading of Risko Fakude stadium A&B field	R10 000 000.00	GMM/MIG/PPP and others	2020/21
Upgrading of Flour Daniel mini stadium stadium	R6 000 000.00	GMM/MIG/PPP and others	2020/21
Upgrading of Ext 12 Netball court	R3 000 000.00	GMM/MIG/PPP and others	
Upgrading of Leslie Tennis court	R10 000 000.00	GMM/MIG/PPP and others	2020/21
Upgrading of EMzinoni stadium	R10 000 000.00	GMM/MIG/PPP and others	2020/21
Upgrading of Bethal Rugby stadium	R15 000 000.00	GMM/MIG/PPP and others	2020/21
Repairs and maintenance of Evander stadium	R4 000 000.00	GMM/MIG/PPP and others	2020/21
Upgrading of informal sports ground in all regions	R3 000 000.00	GMM/MIG/PPP and others	2020/21
Upgrading of Bethal Golf Course	R7 000 000.00	GMM/MIG/PPP and others	2020/21
Upgrading of Kinross Golf Course	35 000 000 00	GMM/MIG/PPP and others	2020/21
Fleet (x2 Bakkies)	R700 000.00	GMM/MIG/PPP and others	2020/21
Furniture and equipments for all facilities	R250 000 00.00	GMM/MIG/PPP and others	2020/21
Feasibility studies for amenities in all regions	R3 000 000.00	GMM/MIG/PPP and others	2020/21
Marketing and branding of facilities in all regions	R 250 000 00.00 Branding and marketing	GMM/MIG/PPP and others	2020/21
Establishment of Lebohang Museum	R1 500 000 .00	GMM/MIG/PPP and others	2020/21
Upgrading of Bethal dam and Resort	R11 000 000.00	GMM/MIG/PPP and others	2020/21
Construction of Ext 25 hall in Kinross	R9 000 000.00	GMM/MIG/PPP and others	2020/21
Upgrading of Evander stadium	R7 000 000.00	GMM/MIG/PPP and others	2020/21



6.13 FIRE AND RESCUE SERVICES

The fire brigade Service Act no: 99 of 1987 gives mandate to municipalities to establish fire services to prevent and fight fires in the municipality jurisdiction. The primary objective of Govan Mbeki Fire Services is to render a community focused Emergency Management Service to minimize loss of life and property resulting from fire and other emergency incidents.

The Fire and Rescue Services is situated at Community Service department parallel to Disaster Management function. The Chief fire Officer is the accounting officer for activities related to the function. The service consists of 6 operational fire stations which are situated at Bethal, Emzinoni, Secunda, Embalenhle, Evander and Leandra fire station. Govan Mbeki Fire Department is the only fire service in the province that has 6 fire stations including satellite. The Service endeavours to be Model City and A Centre of Excellence.

The Fire and Rescue Services is regulated by various legislations as demonstrate per the following diagram:



The below table reflect on key performance activities of Fire and Rescue Services

Reactive activities emergency	Proactive activities
☐ Respond to all emergency incident ☐ Protect / Rescue life and property against fire or other danger ☐ Conduct Fire prevention inspection ☐ Provide special service and humanitarian services ☐ Assist in disaster related duties ☐ Mitigate hazardous incident	☐ Conduct Fire Prevention inspection ☐ Fire Safety Education and awareness ☐ Conduct hydrant inspections ☐ Enforce By- laws and compliance ☐ Conduct simulation exercises & drills ☐ Partake in Special events planning and standby ☐ Commenting on building plans in line with building regulation

The below challenges are faced and experienced by the Fire and Rescue services:

- ☐ Budgetary Constraint
- ☐ Personnel challenges
- ☐ Resource shortage
- ☐ Increasing risks which surpasses the available resource

FIRE AND RESCUE IDP PROJECTS AND PROPOSED INTERVENTIONS

Project	Estimated cost	Source of funding	Year of implementation
Jaws of life equipment	R400 000. 00	Internal	2020/2021
Procurement of fire engines for Bethal fire Stations	R7,000,000.00	Internal	2020/2021
Revamping of the Secunda Fire station	R6,000,000.00	MIG	2020/2021
Revamping of the Evander fire station	R5,000,000.00	MIG	2020/2021
Revamping of the Bethal fire station	R5,000,000.00	MIG	2020/2021
Procurement of fire engines for Secunda & Bethal fire Stations	R9,000,000.00	Internal	2020/2021
Revamping of the Secunda Fire station	R6,000,000.00	MIG	2020/2021
Revamping of the Evander fire station	R5,000,000.00	MIG	2020/2021
Revamping of the Bethal fire station	R5,000,000.00	MIG	2020/2021

Govan Mbeki Municipality Fire Service is making strides with regards to performance regardless of shortcomings identified and attended to calls with the minimum response time.



6.14 IDP Strategic Initiatives Projects and Programmes as per the Five year IDP 2017/2018-2021-2022

The below Strategic Initiatives and proposed interventions has been developed as part of the five (5) YEAR Developed IDP 2017/ 2018- 2021/2022 and it remain for the duration of this review and beyond.

STRATEGIC INITIATIVES 5 YEAR IDP 2017/2018-2021/2022											
Strategic Goals	Strategic Objectives	Baseline	Responsibility	Budget (Optional)	5 Year target	Strategic Initiatives	MTEF TARGETS			OUTER YEARS	
							2017/ 2018	2018/2 019	2019/ 2020	2020/2 021	2021/ 2022
MUNICIPAL KPA :FINANCIAL SUSTAINABILITY Priorities: Revenue Enhancement & Secure Financial Sustainability											
1.Tariff Based Revenue Model	Strategic Objective 1: To enhance revenue & secure financial sustainability		CFO		Draft Tariff Book and Strategy	Develop or update to cost / market related tariffs and implementation strategy	Feb-17				
2.Enhance Revenue Collection			All Directors		Reviewed processes aligned to strategic objectives of GMM	Address gaps within Revenue Collection related policies	Feb-17				
			CFO / Director: Technical		Number of meters unbridged	Elimination of Bridged Meters				2021	
			CFO / Director: Technical / Director: Planning & Development		Number of new accounts	Reconciliation of accounts and valuation roll			2019		
			Manager: Revenue / CFO		Clean Billing Database	Billing Information - Data Cleansing	May-17				



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STRATEGIC INITIATIVES 5 YEAR IDP 2017/2018-2021/2022											
Strategic Goals	Strategic Objectives	Baseline	Responsibility	Budget (Optional)	5 Year target	Strategic Initiatives	MTEF TARGETS			OUTER YEARS	
							2017/ 2018	2018/2 019	2019/ 2020	2020/2 021	2021/ 2022
			CFO / Director: Technical		Number of meters replaced	Addressing Dormant / inactive / faulty meters		2018	(continuous)	2021	(continuous)
			CFO / Director: Planning & Development		Number of proclaimed extensions	Proclamation of Extensions (un-proclaimed land)					
			CFO & Director: Planning & Development		Accurate Valuations Roll	Elimination of omitted households		2018			
			Comms / Office of the Speaker / Ward Councillors / Regional Managers		Behavioural change (increased number of payments received)	Enhancement of community awareness (increasing meeting frequency / means of communication)	2017	(contin ous)	(continuous)	(contin ous)	(continuous)
3. Collection of Outstanding Debts			CFO / Director: Technical		10% growth in revenue	Cut-offs (low-hanging fruit & ongoing cut-offs)	2017	(contin ous)	(continuous)	(contin ous)	(continuous)
			CFO		Audited cut-off lists	Increased control on cut-offs	Feb-17	(contin ous)	(continuous)	(contin ous)	(continuous)
			CFO		Audited cut-off lists	Payment Arrangement Monitoring (Physical & System)	Jun-17	(contin ous)	(continuous)	(contin ous)	(continuous)

STRATEGIC INITIATIVES 5 YEAR IDP 2017/2018-2021/2022											
Strategic Goals	Strategic Objectives	Baseline	Responsibility	Budget (Optional)	5 Year target	Strategic Initiatives	MTEF TARGETS			OUTER YEARS	
							2017/ 2018	2018/2 019	2019/ 2020	2020/2 021	2021/ 2022
			Director: Corporate Services / CFO		Full staff complement within CC	Resourcing of structures (internal credit control / metering)	Jun-17	(contin ous)	(continuous)	(contin ous)	(continuous)
			Ward Councillors / Office of the Speaker		Standing item in monthly engagements	Community awareness around cut-offs / revenue related issues	Jan-17	(contin ous)	(continuous)	(contin ous)	(continuous)
4.Reduce distribution losses (water & energy)			Director: Technical Services		Number of meters installed	Community awareness around cut-offs / revenue related issues	Jun-17	(contin ous)	(continuous)	(contin ous)	(continuous)
			Director: Technical Services		% reduction in distribution losses	Reduce illegal connections	Jun-17	(contin ous)	(continuous)	(contin ous)	(continuous)
5. Cost curtailment			CFO		Finalised Priority List within Procurement Plan	Prioritise spending on Revenue or Service Delivery related elements (i.e. Meters, Asphalt, etc.)	Feb-17	(contin ous)	(continuous)	(contin ous)	(continuous)
			All Directors		Reduced Restricted Expenditure Patterns (Section 71 Report)	Compliance with MFMA Circular 82 and Council Resolution	(continuous)	(contin ous)	(continuous)	(contin ous)	(continuous)
6. Reduction in outsourcing / contracted services			All Directors		Reduction in number of contracted services	Strengthen internal capacity				2021	

STRATEGIC INITIATIVES 5 YEAR IDP 2017/2018-2021/2022											
Strategic Goals	Strategic Objectives	Baseline	Responsibility	Budget (Optional)	5 Year target	Strategic Initiatives	MTEF TARGETS			OUTER YEARS	
							2017/ 2018	2018/2 019	2019/ 2020	2020/2 021	2021/ 2022
			All Directors		Reduction in number of contracted services	Elimination of existing inefficient contracts			2019		
7. Roll-out of Household Bins to increase billing accuracy			Director: Community Services		Roll-out of wheelie bins to GMM	Development of implementation plan Provision of 240litre wheelie bin for each household				2021	
MUNICIPAL KPA: PHYSICAL INFRASTRUCTURE AND ENERGY EFFICIENCY											
Priorities: Sustainable services, Optimise Operations and Improve Customer Care											
1. Optimisation of processes and systems	Strategic Objective 2: To provide sustainable services, optimise operations and improve customer care		All Directors		Documented processes	Documentation of processes		Jun-18			
					Approved SOPs	Analyse and improve processes					
			All Directors		mSCOA Compliance	mSCOA Compliance (systems)	30-Jun-17				
2. Call Centre / Customer Service			All Directors		Number of functioning walk-in centres	Establishment of walk-in centres (integrated customer service)	Jun-17				
3. Green (renewable) energy & energy efficiency				Director: Technical Services		Number of households with solar panels	Installation of solar panels	Jun-21			

STRATEGIC INITIATIVES 5 YEAR IDP 2017/2018-2021/2022												
Strategic Goals	Strategic Objectives	Baseline	Responsibility	Budget (Optional)	5 Year target	Strategic Initiatives	MTEF TARGETS			OUTER YEARS		
							2017/ 2018	2018/2 019	2019/ 2020	2020/2 021	2021/ 2022	
4. Access to electricity			Director: Technical Services		Approved feasibility report	Conduct solar plant feasibility study	30-Jun-18	30-Jun-18				
			MM		Approved funding	Source funding for solar plant	31-Dec-18	31-Dec-18				
			Director: Technical Services		Energy efficient street lights and high mast lights installed	Replace conventional public lighting with energy efficient lighting			31-Dec-19			
					Electrified households	Electrification of households			30-Dec-19			
					Upgraded energy infrastructure	Upgrading / expansion of energy infrastructure				31-Dec-21		
					Reduction in unplanned maintenance	Protection of infrastructure (transformers, etc.)			30-Jun-19			
					Reduction of interrupted supply							
		5. Access to water				No drop status	Implementation of water conservation and demand management				30-Jun-21	
						Reduction in losses						
		6. Asset maintenance			Director: Technical / Director: Corporate Services / CFO		Development and Implementation of Maintenance Plans	Implementation of Final Maintenance Plan	Draft: February 2017	Final: July 2018		
7. Available and reliable fleet					Allocation of sufficient funding for fleet	Budget allocation	31-May-17					

STRATEGIC INITIATIVES 5 YEAR IDP 2017/2018-2021/2022											
Strategic Goals	Strategic Objectives	Baseline	Responsibility	Budget (Optional)	5 Year target	Strategic Initiatives	MTEF TARGETS			OUTER YEARS	
							2017/ 2018	2018/2 019	2019/ 2020	2020/2 021	2021/ 2022
8. Provision of trafficable roads and effective storm water system			Director: Technical Services		Procure and allocate fleet to key departments	Delivery of fleet	31-Dec-17				
					Timeous repairs and maintenance of fleet	Maintenance and repairs according to service standards	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
			Director: Technical Services / PMU		Eradication of gravel roads	Kilometres of eradicated gravel roads				30-Jun-21	
			Director: Technical Services / PMU		Rehabilitation of paved roads	Kilometres of rehabilitated roads				30-Jun-21	
			Director: Technical Services / PMU		Installation of storm water systems on main roads	Installed storm water systems				30-Jun-21	
			Director: Technical Services		Upgrade of Road P185-2 (Secunda to Trichardt) from a single carriage way to a dual carriage way road	Road from Secunda to Trichardt – P185-2		30-Jun-18	Ongoing	Ongoing	Ongoing
			Director: Technical Services		Upgrade of road P216-1 - Nelson Mandela Drive (Secunda to Emba) from a single carriage way to a dual carriage way road	Road from Secunda to Emba – Nelson Mandela Drive – P216-1		30-Jun-18	Ongoing	Ongoing	Ongoing
			Director: Technical Services		Review and update pavement management system	Reviewed and approved pavement management system		30-Jun-18			



STRATEGIC INITIATIVES 5 YEAR IDP 2017/2018-2021/2022											
Strategic Goals	Strategic Objectives	Baseline	Responsibility	Budget (Optional)	5 Year target	Strategic Initiatives	MTEF TARGETS			OUTER YEARS	
							2017/ 2018	2018/2 019	2019/ 2020	2020/2 021	2021/ 2022
			Director: Technical Services		Review and update storm water management system	Reviewed and approved storm water management system	30-Jun-21			30-Jun- 21	
9. Waste Management			Director: Community Services		Rolling out waste removal services to all households	Number of households with access to waste removal services	31-Dec-17				
					Refurbishment of landfill sites	Final Waste Characterisation Study / Sourced Funding for Refurbishment				2021	
					Waste separation at source	Implementation of Household Separation at Source activities				2021	
10. Access to proper sanitation services			Director: Technical Services / PMU		Refurbishment and upgrading of Waste Water Treatment Works (WWTW)	Kilometres of eradicated gravel roads				30-Jun- 21	
					Eradication of gravel roads	Kilometres of rehabilitated roads				30-Jun- 21	
					Rehabilitation of paved roads	Installed storm water systems				30-Jun- 21	

STRATEGIC INITIATIVES 5 YEAR IDP 2017/2018-2021/2022											
Strategic Goals	Strategic Objectives	Baseline	Responsibility	Budget (Optional)	5 Year target	Strategic Initiatives	MTEF TARGETS			OUTER YEARS	
							2017/ 2018	2018/2 019	2019/ 2020	2020/2 021	2021/ 2022
					Installation of storm water systems on main roads	Reviewed and approved pavement management system		30-Jun-18			
					Review and update pavement management system	Reviewed and approved storm water management system				30-Jun-21	
MUNICIPAL KPA: ECONOMIC GROWTH AND DEVELOPMENT											
Priorities: Create an enabling environment for diversified local economic development, social cohesion and job creation											
1. Establishment of an industrial park	Strategic Objective 3: To facilitate and create an enabling environment for diversified local economic development, social cohesion and job creation		Director: Planning & Development		Approved feasibility report	Finalisation of a feasibility study	31-Jan-17				
			PMU		Final designs	Finalise the designs of the industrial park		30-Jun-18			
			Director: Planning & Development		Approved policy	Develop an investment incentive policy	31-May-17				
			MM		Approved funding	Source funding for infrastructure		31-Dec-18			
			PMU		Operational industrial park	Construction of the industrial park				31-Dec-21	
2. Establishment of the tourism hub			Director: Planning & Development		Approved feasibility report	Conducting of a feasibility study	30-Jun-17				



STRATEGIC INITIATIVES 5 YEAR IDP 2017/2018-2021/2022											
Strategic Goals	Strategic Objectives	Baseline	Responsibility	Budget (Optional)	5 Year target	Strategic Initiatives	MTEF TARGETS			OUTER YEARS	
							2017/ 2018	2018/2 019	2019/ 2020	2020/2 021	2021/ 2022
					Approved tourism policy	Development of tourism policy	30-Sep-17				
3. Establishment of the warehouse and logistics hub					Approved feasibility report	Conducting of a feasibility study	30-Jun-17				
4. Establishment of the educational hub			MM		Provincial EXCO decision	Advocate for faculty of science and technology for the University of Mpumalanga to be in GMM	30-Jun-17				
5. Youth empowerment			CFO		Database of commodities to be procured from youth	Identify and ring-fence services and products that will be sourced from youth	28-Feb-17				
					SCM indaba	Enterprise development for youth	31-Dec-17				
					Approved budget	Set aside R10 million for procurement to local youth	31-May-17				
					SCM indaba	Enterprise development for cooperatives	31-Dec-17				
6. Cooperative empowerment				Approved budget	Set aside R10 million for procurement to local cooperatives	31-May-17					
7. Facilitation of previously disadvantaged			Director: Planning & Development		Functional LED forum	Revive the LED forum	31-Jan-17				



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STRATEGIC INITIATIVES 5 YEAR IDP 2017/2018-2021/2022											
Strategic Goals	Strategic Objectives	Baseline	Responsibility	Budget (Optional)	5 Year target	Strategic Initiatives	MTEF TARGETS			OUTER YEARS	
							2017/ 2018	2018/2 019	2019/ 2020	2020/2 021	2021/ 2022
SMMEs by private sector			MM		MOU between private sector and Municipality	Engagement with private sector for set asides	31-Mar-17				
8. Township economy development			Director: Planning & Development		Benchmarking report	Benchmark with progressive municipalities	30-Jun-17				
					Reviewed and approved spatial plan	Spatial planning to accommodate township economy		30-Jun-18			
MUNICIPAL KPA: INSTITUTIONAL TRANSFORMATION											
Priorities: Enhance the capacity of human capital and deliver institutional transformation											
1. Skills Development	Strategic Objective 4: To enhance the capacity of human capital and deliver institutional transformation		Director: Corporate Services		Implemented PDPs	Analyse competency assessment information		30-Jun-18			
					% of training requirements met	Identify skills gaps					
						Personal development plans (PDPs) to be put in place					
						Put in place skills development programme					

STRATEGIC INITIATIVES 5 YEAR IDP 2017/2018-2021/2022												
Strategic Goals	Strategic Objectives	Baseline	Responsibility	Budget (Optional)	5 Year target	Strategic Initiatives	MTEF TARGETS			OUTER YEARS		
							2017/ 2018	2018/2 019	2019/ 2020	2020/2 021	2021/ 2022	
						Focussed training for the “coal face” workers to enhance service delivery						
2. Performance Management			MM / All Directors		Signed JDs	Finalisation of job descriptions	30-Jun-17					
			Director: Planning & Development		Reviewed and Approved PMS	Review Performance Management Policy	30-Jun-17					
			All Directors		Signed performance agreements	Cascading down of PMS to Level 3		30-Jun-18				
3. Recruitment & Retention			Director: Corporate Services		Approved succession plans	Identify where succession plans are required and develop such		30-Jun-18				
4. Organisational Structure (to support Strategy)			All Directors	% of critical positions filled		Identify and fill critical positions	Sep-17					
5. Employment Equity			MM	Council resolution		Review organisational structure and align to strategy	Mar-17					
			MM / All Directors	% increase of designated groups		Adherence to EE Plan				Jun-21		

STRATEGIC INITIATIVES 5 YEAR IDP 2017/2018-2021/2022											
Strategic Goals	Strategic Objectives	Baseline	Responsibility	Budget (Optional)	5 Year target	Strategic Initiatives	MTEF TARGETS			OUTER YEARS	
							2017/ 2018	2018/2 019	2019/ 2020	2020/2 021	2021/ 2022
6. Organisational Culture				Establishe d baseline		Establish baseline culture	Jun-17				
				Change manage ment interventio ns		Change management to address shortcomings & create awareness	Jun-17				
				Reduction in disciplinari es / grievances		Implement consequence management	Jun-17				
MUNICIPAL KPA: Priorities: Spatially integrated, safe communities and a protected environment											
1. SPLUMS	Strategic Objective 5: To develop spatially integrated, safe communities and a protected environment		Director: Planning & Development		Council approved schemes	Roll-out of SPLUMA (Spatial Planning and Land Use Management) initiatives		Jun-18			
2. Environmental Management			Director: Technical Services		Report from DWA	Improve Green & Blue Drop status				Jun-21	
3. Integrated Human Settlements					Submission of Blue & Green Drop files						
			Director: Community Services		Approved MOSS	Development of Municipal Open Space System (MOSS)		Jun-18			



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STRATEGIC INITIATIVES 5 YEAR IDP 2017/2018-2021/2022											
Strategic Goals	Strategic Objectives	Baseline	Responsibility	Budget (Optional)	5 Year target	Strategic Initiatives	MTEF TARGETS			OUTER YEARS	
							2017/ 2018	2018/2 019	2019/ 2020	2020/2 021	2021/ 2022
			Director: Community Services / Director: Technical Services		Approved strategy	Development of Climate Change Response Strategy			Jun-19		
			All Directors		Approved sector plans	Review and development of sector plans				Jun-21	
			Director: Community Services		Licensed landfill sites	Compliance with license conditions at landfill sites		Jun-18			
			Director: Technical / PMU		Hectares of land services	Service available land		Jun-18			
			Director: Planning & Development		Identified suitable land	Identify and acquire land for future development				Jun-21	
					Number of townships established	Township establishment		Jun-18			

STRATEGIC INITIATIVES 5 YEAR IDP 2017/2018-2021/2022											
Strategic Goals	Strategic Objectives	Baseline	Responsibility	Budget (Optional)	5 Year target	Strategic Initiatives	MTEF TARGETS			OUTER YEARS	
							2017/ 2018	2018/2 019	2019/ 2020	2020/2 021	2021/ 2022
MUNICIPAL KPA: GOVERNANCE AND STAKEHOLDER PARTICIPATION											
Priorities: Promote good corporate governance and effective stakeholder engagement											
1. Effective and functional governance structures	Strategic Objective 6: To promote good corporate governance and effective stakeholder engagement		MM		% training intervention met	Adequately resource/capacitate Internal Audit	30-Jun-17				
					% of vacancies filled						
			MM / Director: Planning & Development		Approved risk and audit charter	Review and align the risk and audit charters	31-Mar-17				
			MM		Appointments through council resolution	Appointment of new audit committee	31-Jan-17				
			Speaker		% training intervention met	Adequately capacitate section 79 and 80 committees	31-Mar-17				
			Director: Corporate Services		% training intervention met	Capacitation of risk champions	31-Mar-17				
2. Improved public participation			Speaker / Executive Mayor		frequency of consultations conducted as per calendar or circular	Conduct public consultations IDP Imbizo/awareness campaigns Budget	As per MFMA schedule	As per MFMA schedule	As per MFMA schedule	As per MFMA schedule	As per MFMA schedule

STRATEGIC INITIATIVES 5 YEAR IDP 2017/2018-2021/2022											
Strategic Goals	Strategic Objectives	Baseline	Responsibility	Budget (Optional)	5 Year target	Strategic Initiatives	MTEF TARGETS			OUTER YEARS	
							2017/ 2018	2018/2 019	2019/ 2020	2020/2 021	2021/ 2022
3. Improved enforcement of municipal bylaws			Speaker / Councillors		Number of reports submitted	Monitor the functioning of the ward committees, OVS and CDW	Monthly	Monthly	Monthly	Monthly	Monthly
			Director: Corporate Services		Level of participation on social media platforms	Create effective social media platforms e.g. Facebook and WhatsApp	30-Nov-16				
			Director: Corporate Services		Live community radio station	Facilitate the creation of a community radio station		30-Dec-18			
			Director: Community Services		Tools of trade for the unit available	Resource the bylaw enforcement unit	30-Jun-17				
			Director: Corporate Services		Approved fine book	Develop fine book	31-Mar-17				
			Director: Corporate Services		Functioning municipal court	Establish municipal court				30-Jun-20	

CHAPTER 7 SECTOR AND OPERATIONAL PLANS

Integrated development planning requires the alignment and integration of the different sector plans into one integrated development plan providing integrated development programmes.

This chapter gives an overview and status on sector and operational plans within the municipality as well as what these plans contribute towards the achieving of the Municipal Strategic Development Objectives as captured in this IDP review document.

The sector plans and key policy documents required of a municipality to support the delivering of services in providing strategic and policy direction. The sector plans focus on specific sectors within the context of local government. The Table below gives a summary of these sector plans and its status whether developed, approved and implemented by the specific implementing department within the municipality:

SECTOR / OPERATIONAL PLAN	CURRENT STATUS	IMPLEMENTATING DEPARTMENT
Spatial Development Framework	Approved	Planning and Development
Integrated Transport Plan	Not developed	Community Services
Land Use Macro Plan	Not developed	Planning and Development
Water and Sanitation Services Master Plan	Not developed	Technical Services
Electrical Services Master Plan	Not developed	Technical Services
LED Strategy	Review A46/02/2015	Planning and Development
Tourism Development Plan	Not developed	Planning and Development
Human Settlement Development Plan	Review	Planning and Development
Safety and Security Plan	Not developed	Community Services
Rural Development Plan	Not developed	Planning and Development
Roads and Storm Water Master Plan	Review	Technical Services
Integrated Waste Management Plan	Developed	Community Services
Public Facilities Master Plan	Not developed	Community Services
Environmental Management Plan (EMP)	Developed	Community Services
Disaster Management Plan (DMP)	Developed	Community Services
Rural Development plan/Strategy	New	Planning and Development
Greenfield township establishment	Not developed	Planning and Development
Bulk Engineering Infrastructure Alignment Plan involving Eskom, RWB etc.	Not developed	Technical Services
Alternative Energy Plan	Not developed	Technical Services
Special Economic Zone Development Plan	Not developed	Planning and Development
Urban Regeneration and Renewal Plan	Not developed	Planning and Development
Detailed Development Plan for Priority Infill Zone	Not developed	Planning and Development
Infrastructure Master Plan	Not developed	Technical Services
Cemetery Master plan	Not Developed	Community services
Spatial Development Framework	A21/03/2014	Planning and Development
Integrated Transport Plan	Developed but not reviewed	Community services
Integrated Human Settlement Plan	Reviewed	Planning and Development

All Mandatory Sectoral Plans as listed above, as Annexures to the Five year IDP 2017/2018-2021- 2022 and are available on request.

7.1 SPATIAL DEVELOPMENT FRAMEWORK (SDF) / SPATIAL PLANNING AND LAND USE MANAGEMENT (SPLUMA)

The purpose of the Spatial Development Framework (SDF) for Govan Mbeki Local municipality is to provide a contextual spatial frame work for future developments and to give direction to all.

The management of future growth and associated change is guided by Development Strategies that will manage the Spatial Development Concept and Strategic Focus Areas that enhances the efficient utilisation of land and infrastructure, supported by management decisions over ad-hoc and dispersed forms of development resulting in a highly sustainable pattern of development.

The Development Strategies provides for Strategic Objectives, each providing for a set of Spatial Development Strategies and Strategic Focus Areas

Six (6) strategic objectives were identified providing Spatial Strategic Focus Areas (areas of intervention at local level):

- ❑ Strategic Objective 1: Economic development and job creation supporting and guiding development.
- ❑ Strategic Objective 2: Promoting education, training and innovation
- ❑ Strategic Objective 3: Accommodating urbanisation and transforming human settlements
- ❑ Strategic Objective 4: Promote the development of the rural areas within Govan Mbeki that can support sustainable economic, social and engineering infrastructure
- ❑ Strategic Objective 5: Protect biodiversity, water and agricultural resources
- ❑ Strategic Objective 6: Infrastructure Investment

More detail discussions on the abovementioned Six (6) strategic objectives follows in additional section of this chapter.

7.1.1 Legislation on Spatial Development

Land use planning is a municipal competency in terms of the South African Constitution. The compilation of Municipal Spatial Frameworks are dealt with by interrelated legislation which strongly links it firstly with the integrated Development Plan of the municipality prescribed by the Municipal Systems Act 2000 (Act No. 32 of 2000), the Municipal Integrated Development Planning Regulations, 2001, the Local Government Gazette No 22605 of 2001.

The new Spatial Planning and Land Use Management Act, 2013 (Act No. 16 of 2013) (SPLUMA) was promulgated on 5 August 2013 and it determine principles and content which need to be provided for in a Spatial Development Framework.

SPLUMA further intends to address the failures of the “old order” planning ordinances and legislation, the majority of which predate 1994. SPLUMA intends to create a coherent regulatory framework for spatial planning and land use management, amongst others by legislating actions to ensure justice and equity in the application of spatial development planning and land use management systems.

Amongst others SPLUMA requires Spatial Development Frameworks (SDF's) to be completed by all three spheres of government for respectively, the country, a province or a municipal area. The process of compiling SDF's becomes an involved process in which local government places a central role, primarily because it must provide the data / information for the planning.

7.1.2 IDP and Spatial Development Framework Integration

Spatial planning refers to the methods used by the public sector to influence the distribution of people and activities in spaces of various scales. Discrete professional disciplines which involve spatial planning include land use, urban, regional, transport and environmental planning. Other related areas are also important, including economic and community planning. Spatial planning takes place on local, regional, national and inter-national levels and often result in the creation of a spatial development framework.

The Spatial Development Framework (SDF) is the legislated component of the Govan Mbeki IDP that prescribes development strategies and policy guidelines to restructure and re-engineer the municipality's urban and rural form. It is the municipality's long-term vision of what it wishes to achieve, spatially, and within which IDP programmes and projects.

Govan Mbeki Municipality does have an Approved and Adopted Spatial Development Framework which expire in June 2020 hence the Municipality plan to rewrite the SDF 2020-2025 during financial year 2019/2020 FY in line with SPLUMA..

The SDF projects implemented and completed currently are listed per below table:

SDF PROJECTS	STATUS
Alignment of the Urban Edge	Completed
Alignment of GMM Land Use Scheme to the National SPLUMA and Provincial SPLUA and Regulations	Completed
GMM SPLUM By-Law	Completed
Greenfield township establishment (eMzinoni X11 and Secunda X71-Industrial Park)	Completed
Greater Secunda area Urban design/Development Plan for Priority Infill Zone	Completed

The Spatial Development Framework is aligned to SPLUMA and thus is SPLUMA compliant. The municipality has a fully compliant Land Use Scheme and SPLUM By-law and plan to develop a bulk service contribution policy (in-house) as well as budget for the review of its SDF in 2019/2020 FY in accordance with the National SDF Guidelines

The Spatial Vision of the Govan Mbeki Municipality is to ensure that the Spatial Development Framework (SDF) for Govan Mbeki Local municipality provide a contextual spatial frame work for future developments and to give direction to all.

The SDF's forms the basis of all future decisions in terms of the SPLUMA and they will be taken by tribunals, which are non-political / technical bodies, established in terms of Section 35 of SPLUMA. It broadly determines that a municipality or municipalities jointly, must constitute a Planning Tribunal to consider all land use planning applications.

The following diagram demonstrates the sequence and interrelation of the sector plans with the municipal Spatial Development Framework (SDF).



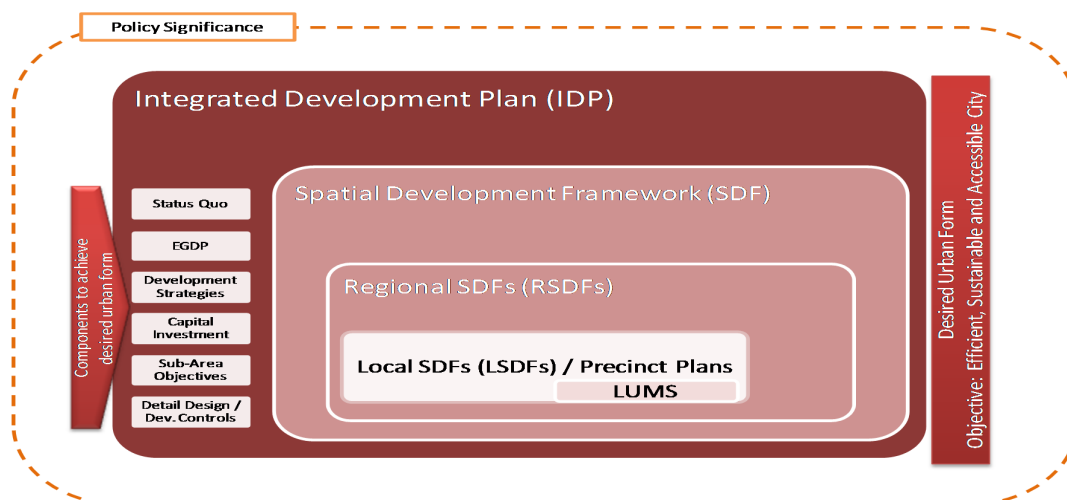
As a framework, the SDF addresses the following deliverables:

- ❑ Appropriate densities, support of public transport, clustering and focus of economic activities, growth management, the enhancement and protection of residential environments, support of viable service and infrastructure provision, guiding and directing affordable housing developments, environmental management and provision of a framework for the upgrading and development of historic townships.

7.1.3 Municipal Planning Tribunal

Govan Mbeki Municipality has an established Municipal Planning Tribunal as prescribed by SPLUMA, consisted out of four (4) external members and one (1) internal member. The Municipal Planning By-Law has been adopted by council in line with SPLUMA.

The management of future growth and associated change is guided by Development Strategies that will manage the Spatial Development Concept and Strategic Focus Areas that enhances the efficient utilisation of land and infrastructure, supported by management decisions over ad-hoc and dispersed forms of development resulting in a highly sustainable pattern of development. The SDF is underpinned by a series of policies that guide its implementation. The interrelationships between the SDF, the IDP and other policy components and documents are depicted in the figure below and discussed below.



The Regional Spatial Development Frameworks (RSDFs) include the Mpumalanga SDF and Gert Sibande SDF. Local Spatial Development Frameworks (LSDFs) and precinct plans provide an area-specific interpretation of the SDF at the sub-regional level. This provides guidance to move towards the achievement of a desired urban and rural form for the municipality.

7.1.4 Holistic planning approach toward spatial planning:

The table reflect on the holistic planning approach toward spatial planning:

SPATIAL PLANNING	
Spatial Development Planning	Transport Planning
☐ To provide a framework for Spatial Planning. ☐ Specify relationship between Spatial Planning and Land Use management. ☐ To provide for inclusive, developmental, equitable and efficient spatial planning. ☐ To provide for a framework for the monitoring, coordination and review of spatial planning system. ☐ To address past spatial imbalances. ☐ To provide for the facilitation and enforcement of spatial development measures	☐ Transport planning must be integrated with the land development and land use planning. ☐ Integrated transport plans must be designed to give structure to the function of municipal planning. ☐ Form an essential part of integrated plans.

7.1.5 Priority Technical Projects

The following priority technical projects are required to ensure sectoral integration:

PRIORITY TECHNICAL PROJECTS 2014-2019		
PLANNING	TYPE	STATUS
Govan Mbeki Municipal area Sector and related planning	Integrated Transport and Land Use Macro Plan	New
	Water and Sanitation Services Master Plan	New
	Electrical Services Master Plan	New
	LED Strategy	Review
	Tourism Development Plan	New
	Human Settlement Development Plan	Review
	Safety and Security Plan	New
	Roads and Storm Water Master Plan	Review
	Waste Management Master Plan	New
	Public Facilities Master Plan	New
	Environmental Management Plan	New
	Disaster Management Plan (DMP)	Review
	Alignment of the Urban Edge:	New
	1. Investigation on existing and future constraints on development and environmental aspects related to coal and gold mining in consultation with the affected mining companies and DMR	
	2. Redelimitation of the of the 1995 approvals of Act 70 of 70 to be aligned with the proposed Urban Edge	



PRIORITY TECHNICAL PROJECTS 2014-2019		
PLANNING	TYPE	STATUS
	5 - Year Development Programme supported by an engineering and social services development plan.	New
	Acquisition of land	New
	Study on "Town Catalytic Projects"	New
	Rural Development plan/Strategy	New
	Environmental Management Plan (EMP)	New
	Greenfield township establishment	New
	Rectification of property pegs	New
	Alignment of GMM Land Use Scheme to the National SPLUMA and Provincial SPLUA and Regulations	New
	Property Land Use, Infrastructure and Building data collection	New
	Municipal GIS Based asset management system:	New
	Street name and numbering	New
	GIS Development	New
	GIS: Aerial photography	New
	GIS Engineering services	New
	GIS Valuation roll	New
	Bulk Engineering Infrastructure Alignment Plan involving Eskom, RWB etc.	New
	Alternative Energy Plan	New
Spatial Planning and Land Use Management	Kinross – Embalenhle Activity Spine Development Plan	New
	Special Economic Zone Development Plan	New
	Bethal Urban Regeneration and Renewal Plan	New
	Bethal Extension/Agricultural Holdings Precinct Plan	New
	Bethal Dam Precinct Plan	New
	Secunda Urban Regeneration and Renewal Plan	New
	Kinross Urban Regeneration and Renewal Plan	New
	Trichardt Urban Regeneration and Renewal Plan	New
	Evander Urban Regeneration and Renewal Plan	New
	Leslie Urban Regeneration and Renewal Plan	New
	Charl Cilliers Urban Regeneration and Renewal Plan	New
	Greater Secunda area Detailed Development Plan for Priority Infill Zone	New
	Development of the Industrial Park	New

7.1.6 Housing Demand Analysis

The below table reflect on the provision of housing and land for Human Settlement for the financial year, 2014-2019, 2019-2024, 2024-2029 and 2029-2034

Development Node	2014-2019			2018-2024			2024-2029			2029-2034		
	Number of Units	Annual take up rate	Total Ha	Number of Units	Annual take up rate	Total Ha	Number of Units	Annual take up rate	Total Ha	Number of Units	Annual take up rate	Total Ha
Greater Secunda	11737	2347	1174	10436	2087	1044	10436	2087	1044	10436	2087	1044
Bethal/ Emzimnoni	7214	1443	721	6413	1283	641	6413	1283	641	6413	1283	641
Leslie / Lebohang	1667	333	167	1482	296	148	1482	296	148	1482	296	148
Charl Celliers	353	71	35	120	24	12	120	24	12	120	24	12
TOTAL	20970	4194	2097	18451	3690	1845	18451	3690	1845	18451	3690	1845
Subsidy Housing	11429	2286	1143	10056	2011	1006	10056	2011	1006	10056	2011	1006
Bonded Linked Housing	9541	1908	954	8395	1679	840	8395	1679	840	8395	1679	840

The settlement of people within Govan Mbeki needs to be distributed to and structured within the definite development nodes, provide for a residential mix satisfying the needs of all income groups.

The future demand for housing is based on the following:

- ☐ Base Population: 2011:294,539 (StatSA)
- ☐ Average household size: 3.5
- ☐ Growth 2011-2018: 3% p.a.
- ☐ Growth 2018-2033: 2% p.a.

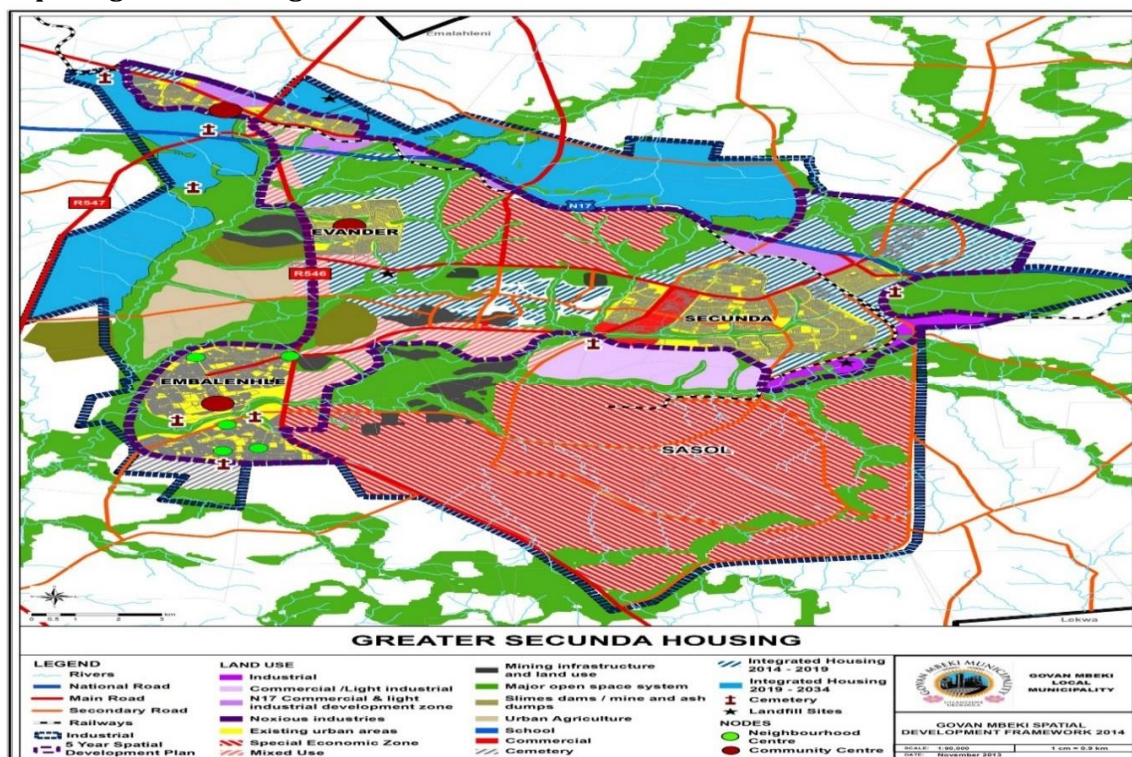
The provision of housing in for the 5 year periods spanning over the next 20 years is based on:

- ☐ A base population:294,539 in 2011 (StatSA)
- ☐ An average household size: 3.5
- ☐ A growth of 3% p.a. for the period 2011-2019
- ☐ A growth of 2% p.a. for the period 2019-2034

The distribution of integrated housing in the different development nodes for a 20 year planning period up to 2034 and the period 2014-2019 and are illustrated on:

- ☐ Map Integrated Housing – Greater **Secunda**
- ☐ Map Integrated Housing – Bethal/Emzinoni
- ☐ Map Integrated Housing – **Leandra**
- ☐ Map Housing – Charl Cilliers

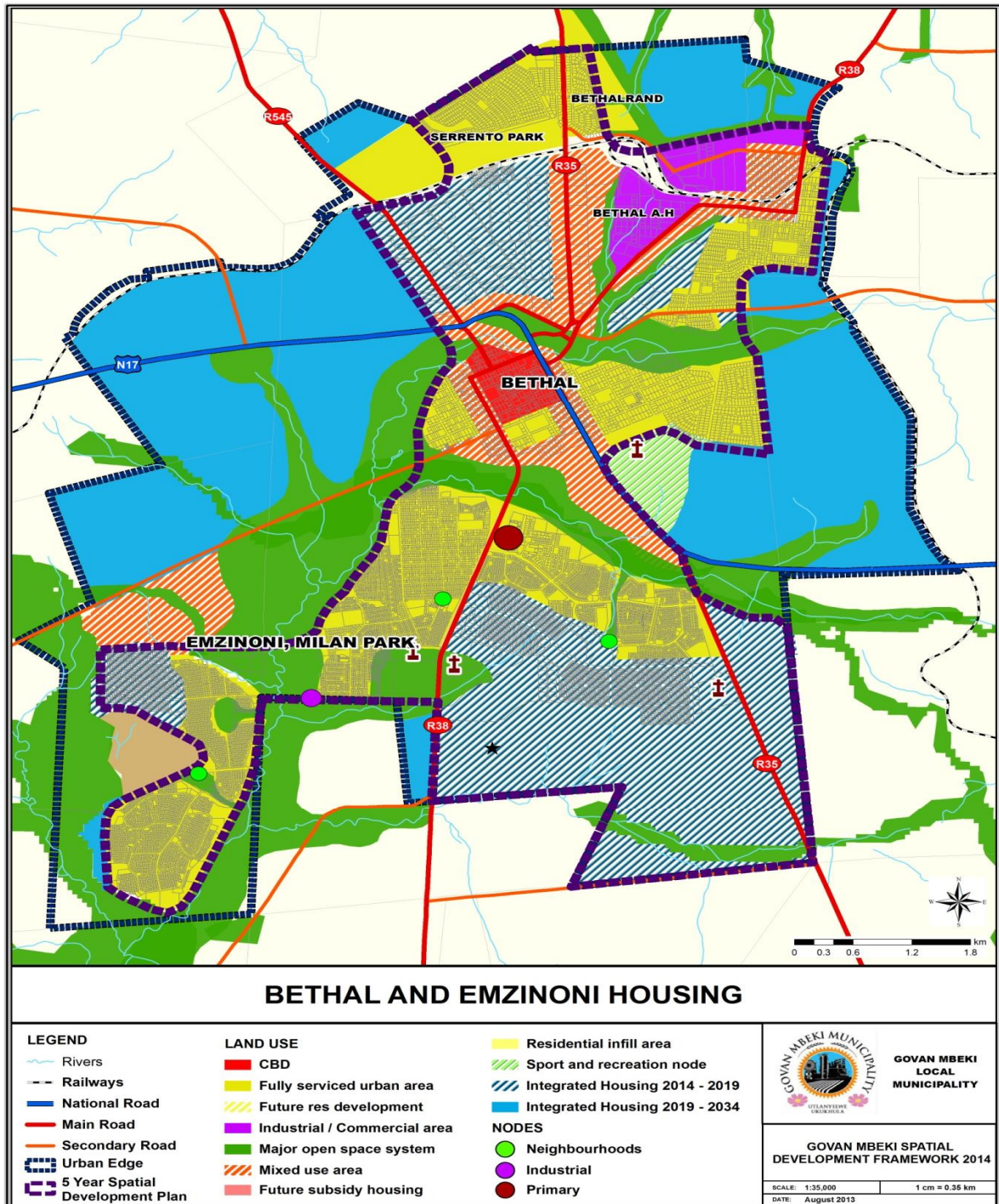
Map Integrated Housing – Greater Secunda



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Map Integrated Housing – Bethal/Emzinoni

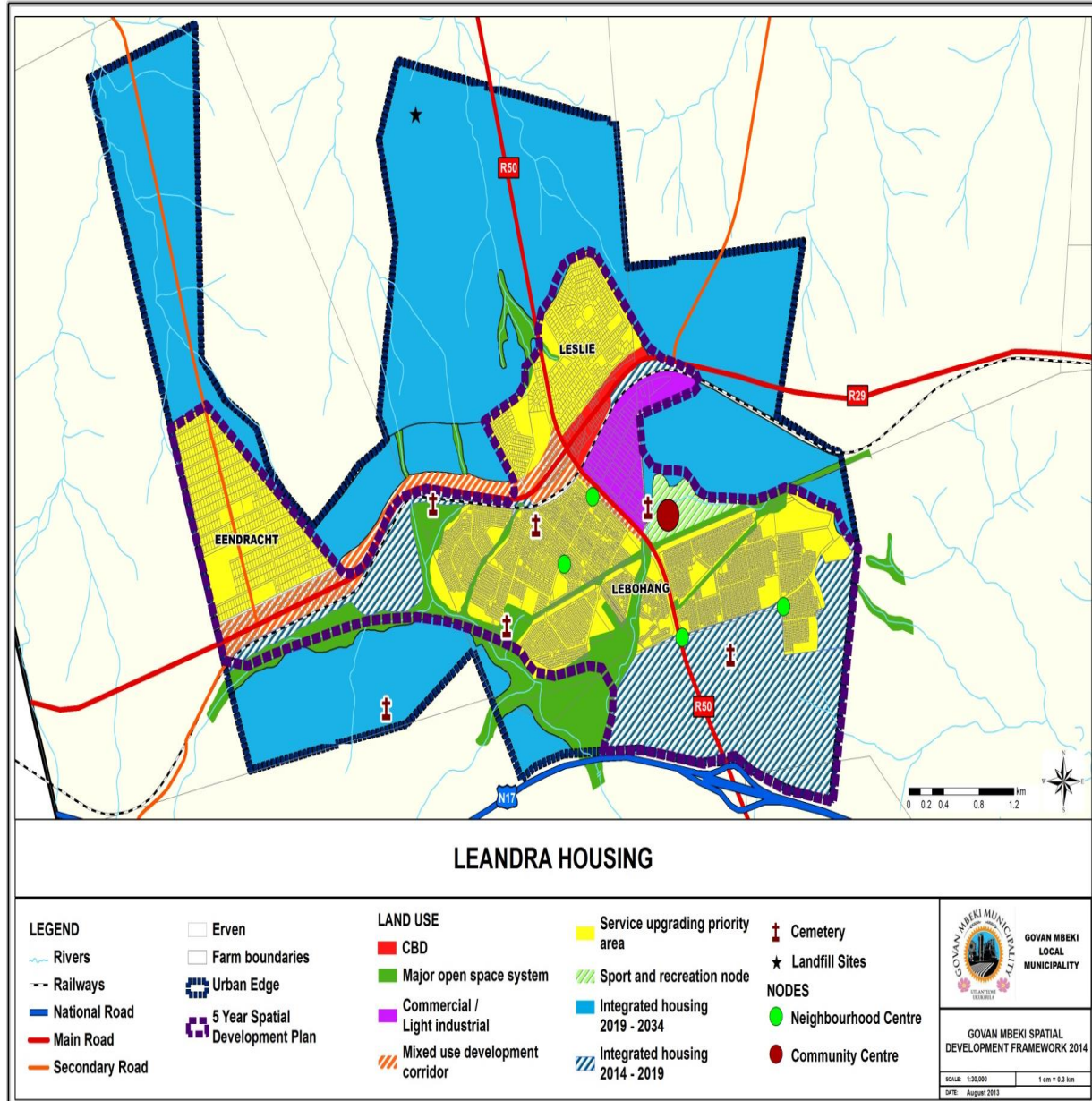


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Map Integrated Housing – Leandra

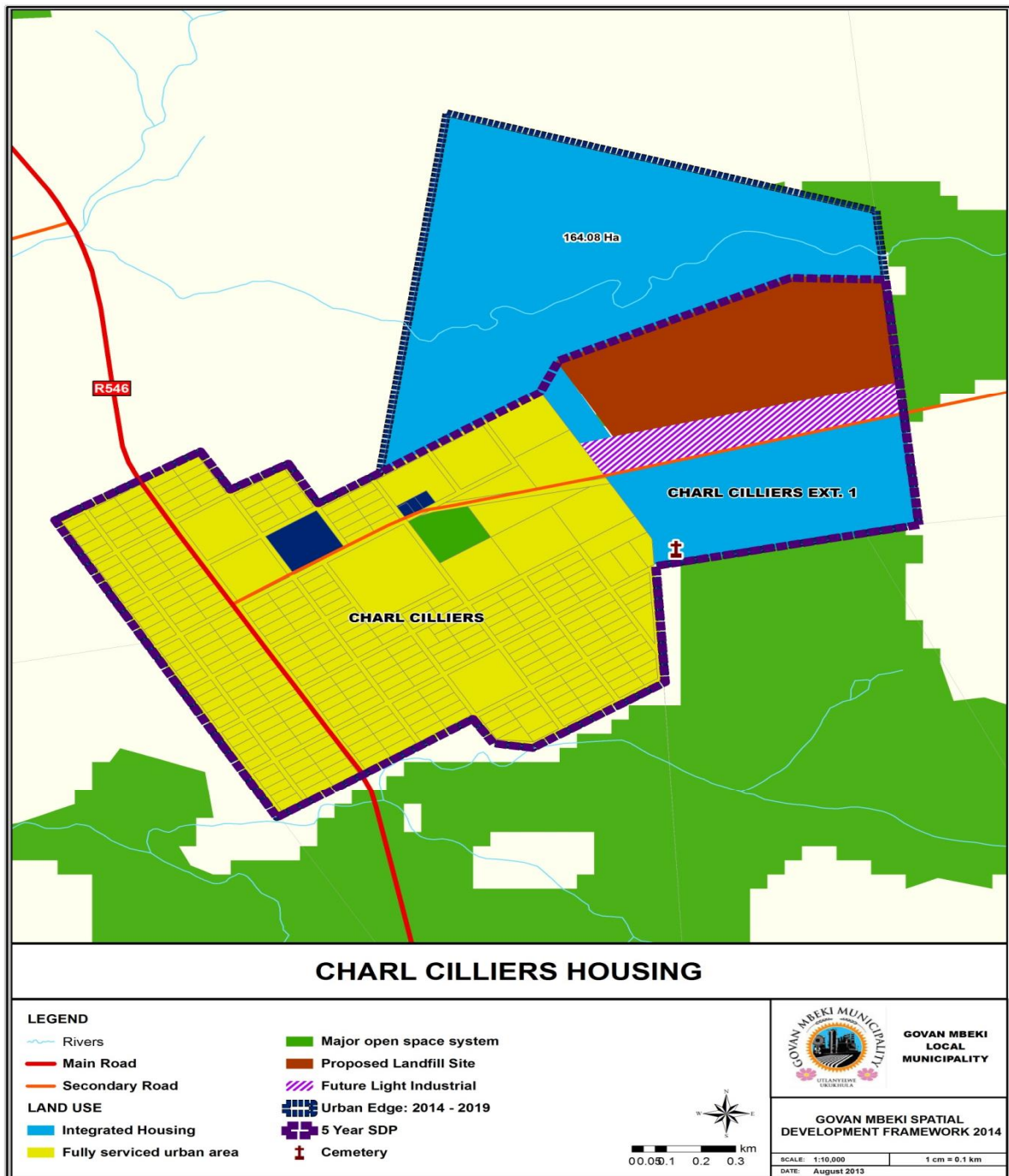


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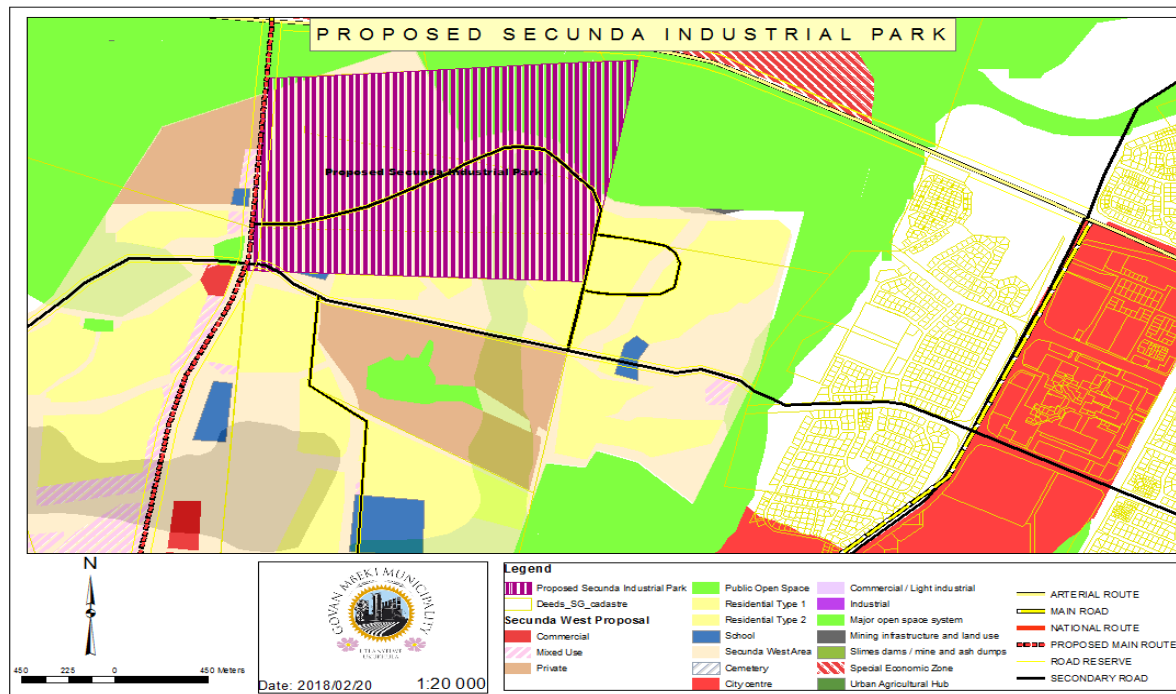
Map Housing – Charl Cilliers



7.1.7 SPECIAL ECONOMIC ZONE (SEZ: INDUSTRIAL PARK)

Special Economic Zone (SEZ) is considered in Govan Mbeki Municipality. Consistent with the establishment of a Special Economic Zone in the municipality, an industrial park has been proposed.

The proposed Industrial Park is to be located on an identified portion of land north west of Secunda. The land has been secured by Govan Mbeki Municipality, where the municipality is expected to contribute the land for the development of the industrial park. The site comprises of approximately 200ha. The proposed site is linked by the R580 to the N17 (3.8 KM north of the proposed site). The R580 and R546 are provincial roads that appear to be in good condition based on the visual assessment. Both roads link the proposed site to the N17 that leads to Johannesburg in the west and Swaziland in the east. An informal road connects the proposed site to Trichardt and Bethal via the N17.



7.1.8 THE SPATIAL DEVELOPMENT FRAMEWORK STRATEGIES OF GOVAN MBEKI MUNICIPALITY

Strategic Objective 1:

Economic development and job creation supporting and guiding development

The integration of regional and sub regional spatial development initiatives, with the aim of leveraging investments to have an overall greater regional impact. Within Govan Mbeki the objectives of these initiatives add to sustainable economic development. The objectives thereof form the broad framework for spatial development within Govan Mbeki.

The advantages provided by the following regional and sub regional development nodes and corridors in support of the Govan Mbeki Municipality need to be exploited:

- ❑ The N17/ N2 Transportation Corridor supported by the Richards Bay railway line providing

- ☐ Regional access and mobility to Swaziland and to Northern KZN
- ☐ The primary coal haulage links to Richards Bay
- ☐ The Maputo Development Corridor linking Gauteng with the Maputo Harbour incorporating the R35 Bethal to Middelburg Petrochemical Link, linking the N17/ N2 Transportation Corridor with the Maputo Development Corridor
- ☐ The status of the Secunda Development Node as primary regional development node within Mpumalanga province
- ☐ The proximity of:
 - ✓ The Gauteng Competitiveness Node
 - ✓ The Regional Development Nodes of eMalahleni and Middelburg
- ☐ The Delmas - Leandra emerging link

Regional Strategic Investment Initiatives and Projects

The advantages provided by following Regional Strategic Investment Projects in support of the Govan Mbeki Municipality need to be exploited:

- ☐ The development of a Special Economic Zone at Secunda diversifying and supporting the local economy providing for logistics and manufacturing
- ☐ Partnership Agreements between Mpumalanga provincial Government, Municipalities and Private Enterprise (SASOL)
- ☐ The linking of the rail systems unlocking the northern mineral belt with Waterberg (SIP1) and making coal available to the Gert Sibande District and Nkangala District
- ☐ Increasing rail capacity to Richards Bay.
- ☐ Shifting from road to rail in Govan Mbeki and the province alleviating the congestion caused by road freight on the roads system
- ☐ The continuous upgrading of the N17 route as high mobility regional route and upgrading of the link between Ermelo and the Swaziland Oshoek border post opening up economic opportunities within the region
- ☐ The provision of a passenger rail system along the N17 over the long term (NATMAP)
- ☐ Increasing accessibility to the proposed regional cargo airport facility at Victor Khanye

Diversifying and strengthening the Govan Mbeki Economy Mining

The optimal exploitation of the Govan Mbeki minerals providing a long term advantage to the creation of sustainable economies, communities and jobs within Govan Mbeki without compromising biodiversity, water quality and availability, agriculture and tourism.:

- ☐ The expansion and improvement of the railway freight and passenger network supporting mining and synfuels production
- ☐ The expansion and improvement of the railway passenger network
- ☐ The utilisation of the advantage of the proposed railway link between the Waterberg coal fields, the Mpumalanga power stations and Richards Bay port including the upgrading of the Ermelo Richards Bay Coal haulage line and the Lothair Swaziland link to Richards Bay rail link supporting the exporting of coal from Mpumalanga
- ☐ The phasing in of renewable energy options, which include concentrated solar power, wind and natural gas, reducing dependence on coal resources
- ☐ Alleviate the negative impact of mine closures on the socio economic welfare of the communities affected thereby, consolidating the mining communities into main concentrations and existing towns

Manufacturing and Synfuels production

- ☐ The competitive advantage of the manufacturing sector within Govan Mbeki needs to be expanded through the provision of a Special Economic Zone providing for the broadening of the economic base:
 - ✓ Exploit specific business opportunities with Sasol
 - ✓ Developing an Industrial cum Logistics park
- ☐ Enable the synergistic development of agriculture, manufacturing and beneficiation, transportation, industries as economic drivers
- ☐ Minimise the spatial conflicts between the manufacturing activities and biodiversity

Trade

- ☐ Provide for the development and regeneration of existing activity nodes, reverse urban decay within all, towns and villages promoting investors confidence
- ☐ Accommodate the distribution of economic activities as part of development nodes, activity corridors and activity nodes
- ☐ The provision of tourism activities and tourism routes with the focus on Bethal as cultural and heritage tourism node

Agriculture

- ☐ The exploitation of the competitive advantages of the agricultural sector incorporating an Agricultural Hub in Bethal supporting the Comprehensive Rural Development Programme
- ☐ The provision of Urban Agriculture providing for local produce markets
- ☐ The roll out of the Comprehensive Rural Development Programme must assist in expanding the agriculture potential over large parts of Govan Mbeki to ensure food security and provide for agro processing.
- ☐ The land owned by government needs to be targeted for such purposes.
- ☐ The application of sources of water for irrigation and water technology to provide sustainable agricultural products for agro processing, commercial farming and food security
- ☐ The settlement of land claims and assurance of access to land in order to get individual, community and smallholder farmers established.
- ☐ Effective training and mentorship programmes are essential to the successful establishment of farmers
- ☐ Minimise the spatial conflicts between the mining activities, agriculture and biodiversity
- ☐ Existing productive farmland must be protected and developed
- ☐ The degradation of agricultural land through overgrazing needs to be managed

Strategic Objective 2:

Promoting education, training and innovation

Spatial Development Strategies

The provision of the full spectrum of educational facilities within Govan Mbeki providing for the local as well as regional needs, including:

- ☐ The development of Govan Mbeki as Tertiary Educational Hub building on the Mpumalanga Math, Science and Technology Academy by providing:
 - A Provincial Skills Hub
 - An Engineering faculty for Mpumalanga University
 - A Science Centre
 - ITC Centres

- ❑ Reasonable access to educational facilities and the equitable and optimal distribution of pre-primary, primary, secondary and ABET facilities in all neighbourhoods of Govan Mbeki providing for an efficient and effective pre primary, primary and secondary educational network
- ❑ The rationalisation of the distribution and number of schools in accordance with acceptable standards

Strategic Objective 3:

Accommodating urbanisation and transforming human settlements

The provision of a Spatial Development Concept providing for an integrated system of development and activity nodes and corridors to accommodate regional and sub-regional growth

Spatial Development Concept

The Spatial Development Concept was formulated as a first step towards a spatial development strategy for Govan Mbeki. This Spatial Development Concept models spatial direction and context to future developments. This Development Concept promotes, clarifies and refines the spatial development principles and development priorities supported by relevant policies and legislation and define the desired spatial form of Govan Mbeki.

The Spatial Development Concept is, by its very nature, broad and seeks to interpret the various development principles and objectives in a concise way. The concept provides a rational framework within which future development can be optimised by promoting a system of activity nodes, corridors and functional areas.

The Spatial Development Concept provides for the integration of the following:

Urban Nodes

1st Order Regional Node: Secunda, Evander, Kinross, Lebohang and Trichardt

- ❑ The primary urban node in the municipality will remain the Greater Secunda conurbation. Greater Secunda will remain the hub of economic activity in the area, with SASOL and the mines predominatin

2nd Order Regional Node : Bethal/eMzinoni

- ❑ Bethal/eMzinoni will remain a secondary node supporting Greater Secunda and serving the surrounding rural areas.

3rd Order Regional Node : Leandra (Leslie, Lebohang and Eendracht)

- ❑ Leandra will remain a tertiary node supporting Greater Secunda and serving the surrounding rural areas.

The N17 Transportation Corridor

- ❑ The N17 is a high-order mobility corridor in the Gert Sibande District, running east-west through Govan Mbeki and linking the three urban nodes. The continuous upgrading of the N17 improves the connectivity between the three main urban nodes and to the East Rand and Johannesburg in Gauteng.

The Regional Open Space System

It must be noted that a detailed strategic environmental assessment must still be conducted for the municipality. The results of this exercise will serve to enhance the detail pertaining to the regional open space system to be conserved and developed in future. The proposed open space system is predicated on the major watercourses and other natural features within the study area and the biodiversity corridors of the Mpumalanga Biodiversity Sector Plan 2013.

Transportation

The land use framework as discussed above must be supported by a transportation network and services in order to materialise. The following is a summary of the main proposals in this regard. The Johannesburg/Richards Bay freight rail line traverses the study area in an east-west direction and links the three urban nodes with each other and with the wider region. No extensions to the existing freight rail system and services are foreseen at this stage.

The future passenger rail from Gauteng to Swaziland will add to the provision of an effective passenger within Govan Mbeki and local economic development. Migrant mine workers can utilise such a system and a station such as Kinross station can be utilised for such purpose.

Road

The regional road network in the municipality is also depicted. The main objectives of this network are to: serve the municipality in north-south and east-west directions of movement

- ☐ link residential areas to one another and to the core areas of economic activity
- ☐ link areas of economic activity to one another
- ☐ promote mixed use and high density development adjacent to these routes, subject to road access management requirements, and
- ☐ promote transport along these routes as a priority
- ☐ address the problems associated with coal haulage on roads
- ☐ accommodate supporting facilities such as a truck stop and weighbridge.

The development of a Smart City directed by smart growth

The revitalisation of and expansion to the existing built environments to accommodate the future integrated growth of in an efficient and sustainable Govan Mbeki consisting of a system of vibrant urban development nodes requires the integration of a set of development strategies, focused at concentrating and densifying development, the incremental upgrading of existing infrastructure and integrating communities.

This requires the strategic directing of growth to The Greater Secunda node of Secunda, Trichardt, SASOL, eMbalenhle, Evander and Kinross including :

- ☐ The Special Economic Zone
- ☐ Integrated human settlement development between Secunda and eMbalenhle
- ☐ The Bethal Emzinoni Node
- ☐ The Leslie Lebohang Eendracht Node
- ☐ The Charl Cilliers Node

Strategic Objective 4:

Promote the development of the rural areas within Govan Mbeki that can support sustainable economic, social and engineering infrastructure

Govan Mbeki needs to ensure sustainable use and development of its rural areas based on the following:

A rural economic base, particularly agriculture and mining, which strengthens, offering opportunities for economic empowerment, and adopts sustainable business practices.

- ☐ Rural amenities and economic opportunities accessible to the residents, particularly poor communities with limited mobility
- ☐ Facilitating the establishment of business initiatives, rural and agro industries, co-operatives, cultural initiatives and vibrant local markets.
- ☐ Empowerment of rural communities to be self reliant
- ☐ Increased production and sustainable use of natural resources
- ☐ Livestock farming and related value chain development
- ☐ Cropping and related value chain development
- ☐ Strengthening rural livelihoods for vibrant local economic development
- ☐ Use of appropriate technology, modern approaches, and indigenous knowledge systems
- ☐ Ensuring food security, dignity and quality of life.
- ☐ Integrating rural development with existing regional and sub-regional movement routes.
- ☐ The optimal utilisation of agricultural land based on Land Capability

The natural and agricultural landscapes should enjoy adequate protection:

- ☐ The destroyed landscapes should be rehabilitated sufficiently
- ☐ Safeguard the protected, critical biodiversity areas and ecological support areas against mining and agriculture
- ☐ The protection of high potential and unique agriculture land against development
- ☐ Minimise the conflict between agricultural resources and coal mining and ensure food security
- ☐ Development of mitigation and adaptation strategies to reduce vulnerabilities with special reference to climate change, erosion , flooding and natural disasters
- ☐ Provide sufficient water to agriculture needs
- ☐ Address the scarcity of water and emerging negative water balances within the catchment areas caused by mining
- ☐ The protection of ecological corridors

The conservation of wetlands and grasslands for conservation need to be high priority.

A clear distinction should be made between the urban and rural landscapes, and there is a legible and logical structure of human settlements.

- ☐ Human settlements and surrounding rural areas functioning as interconnected systems.
- ☐ Rural development reinforcing a logical network of human settlements of varying sizes and functions.

National, provincial and local government collaborate and align their efforts to plan, manage and sustainably develop the Govan Mbeki rural areas providing for:

- ☐ Improvement and development of social and economic infrastructure supporting agriculture development
- ☐ Developing rural development nodes providing sustainable economic and social infrastructure including
- ☐ Enhancing and maintaining road and transportation linkages to higher order urban nodes as markets of produce and economic and social services providers
- ☐ Enhancing distribution networks, access to ports and railways
- ☐ Electrification
- ☐ Improving communication connectivity (including ICT)
- ☐ Small scale farming development
- ☐ Establishment of fresh produce markets at appropriate locations
- ☐ Construction of dams and water harvesting
- ☐ Alignment of municipal rural land use planning with the rural spatial plans prepared by other institutions (e.g. Biodiversity Plans)

Land Reform needs to take place through:

- ☐ Expediting redistribution of land to historically disadvantaged people and provide access to funding (and mentoring) for commercial farming
- ☐ Increasing the rate of land tenure reform, securing access to land, protecting land rights
- ☐ Establishing agri villages for local economic development on farms
- ☐ Providing in basic needs of farm dwellers including water, sanitation, electricity, housing
- ☐ Providing for security of tenure.
- ☐ Increasing the pace of settling of Land Restitution claims
- ☐ Effectively supporting the development of skills and competencies of rural people to utilise land in an effective manner (mentoring).

Strategic Objective 5:
Protect biodiversity, water and agricultural resources

The protection of the biodiversity, water and agricultural resources involves the following actions:

- ☐ The Mpumalanga Biodiversity Sector Plan Guidelines should be made applicable to all land use zones
- ☐ Safeguard the protected, critical biodiversity areas and ecological support areas against mining, agriculture and urban development
- ☐ The protection of high potential and unique agriculture land against development
- ☐ Minimise the conflict between agricultural resources and coal mining and ensure food security
- ☐ Minimise the consumption of scarce environmental resources, particularly water, fuel, building materials, mineral resources, electricity and land. In the latter case especially pristine and other rural land
- ☐ Address water backlogs within communities and provide sufficient water to manufacturing, agriculture needs
- ☐ Address the scarcity of water and emerging negative water balances within the catchment areas attending to the following actions:
 - Increase return flows through treatment of urban and mining effluent and desalination
 - Water conservation
 - Recycling
 - Further development of surface water resources
- ☐ Seepage from ash dumps
- ☐ Seepage from gold mining tail water dams
- ☐ Slime Dam breakage lines that have a negative influence to environment and human settlements
- ☐ Dust pollution from ash dumps and slime dams
- ☐ Environmental damage not attended to by rehabilitation
- ☐ Power line restrictions to future development

Strategic Objective 6:
Infrastructure Investment

To maintain a balance between investment aimed at meeting social needs of communities, and investment at promoting economic development and job creation and to reduce investment aimed at social upliftment over time.

Basic Infrastructure

- ☐ Ensure efficient supply of water, electricity and waste management services to sustain additional industry growth.
- ☐ Eradicate backlogs in water and sanitation, electricity, housing Improve basic services and provide free water and electricity to poor households
- ☐ Provide green infrastructure e.g. water tanks, renewable energy (e.g. solar)
- ☐ Eradicate backlogs and maintain basic services

Social Infrastructure

- ☐ Social infrastructure/facilities includes education, health and emergency services, social and cultural facilities, social services, civil services, and recreational infrastructure
- ☐ Eliminate inequalities among and within communities
- ☐ Improve the quality of life especially of poor communities, provide for law and order, and enhance the stability of a community
- ☐ Promote equitable access to social services for all communities and contribute to the development of integrated and sustainable human settlements through the application of norms and standards for social infrastructure requirements.
- ☐ Ensure that sufficient land is reserved for these essential facilities.

Economic Infrastructure

- ☐ Focus on projects identified as Strategic Infrastructure Projects
- ☐ Concentrate investment in areas with potential for sustainable economic development.

Strategic Focus Areas:

- ☐ Meeting the social needs of communities
- ☐ To provide basic infrastructure in support of the social needs of communities
- ☐ Eradicate backlogs and improve water and sanitation, electricity, housing in all areas
- ☐ Provide green infrastructure in rural areas
- ☐ To enhance human capital development Improve and maintain education, health, sport facilities, etc. To enhance human capital development:
- ☐ Eradicate backlogs and improve social infrastructure in all areas
- ☐ Provide public and non-motorised transport and facilities to improve accessibility to urban functions and job opportunities
- ☐ Implement norms and standards for the provision of education facilities
- ☐ To eradicate backlogs and improve education
- ☐ Distribute the provision of other tertiary education and artisan training facilities to all primary and secondary nodes
- ☐ Initiate the alternative utilisation of facilities e.g. underutilised schools
- ☐ To eradicate backlogs and improve health

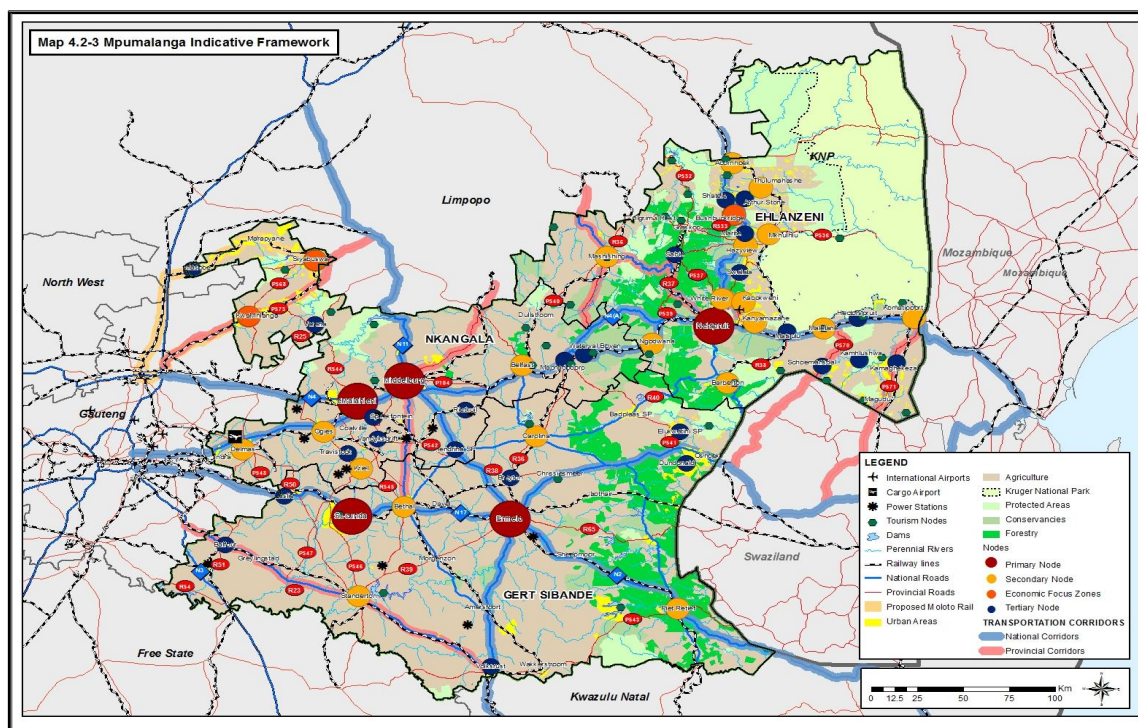
Focusing investment on economic infrastructure:

- ☐ Supporting the Secunda Embalenhle Development Corridor
- ☐ Supporting the Embalenhle Kinross Development Corridor
- ☐ Supporting the secondary regional development node of Bethal
- ☐ Supporting the tertiary development node of Leandra
- ☐ Enhancing the functional diversity of economic activity of these nodes in order to broaden the economic base of the province and to enhance service delivery to local and surrounding rural communities.

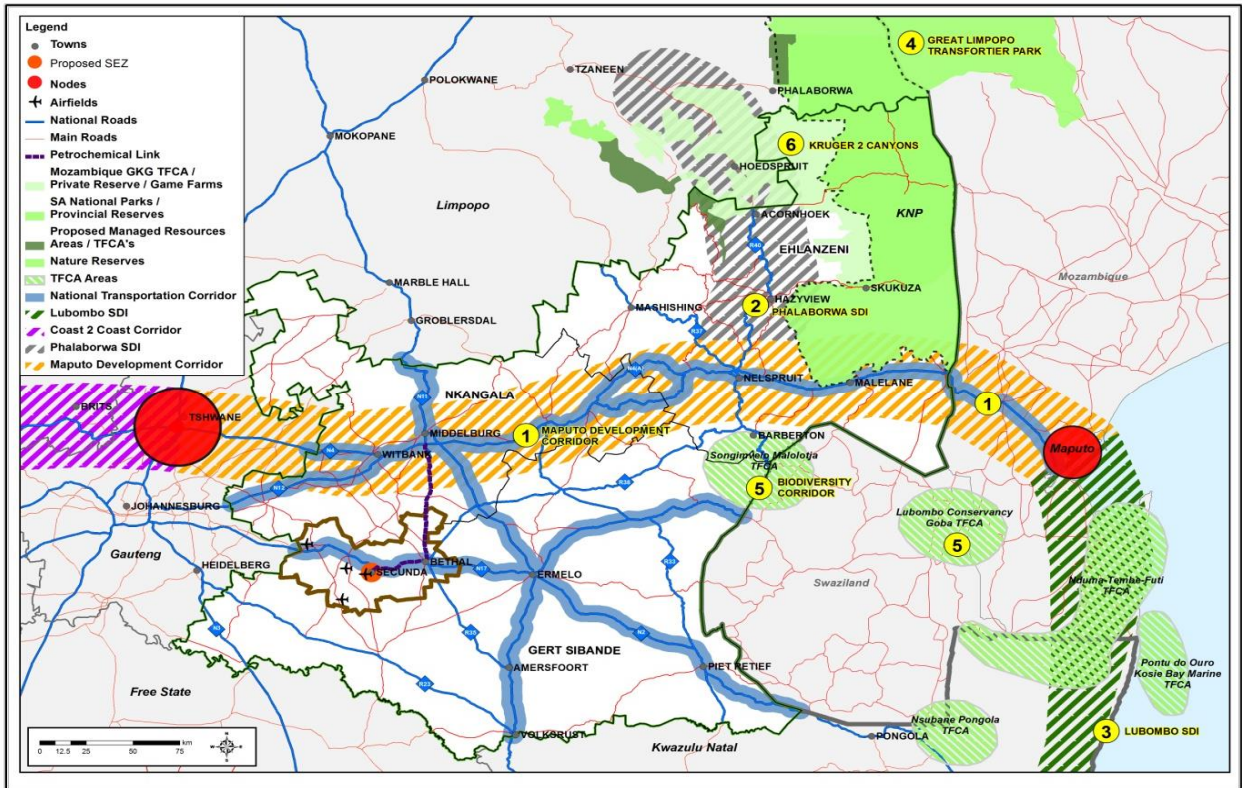
- ❑ Typical actions in this regard would include investment in agro industries, forestry related industries (where applicable), commercial and light industrial activity, business activity (office and retail) in well-managed Central Business Districts (CBDs), and government services
- ❑ Tourism related investment should be focused on Bethal
- ❑ Agriculture related investment should focus on supporting and maintaining existing commercial farming activities in the province in the areas where extensive commercial farming and large scale food production currently occurs in line with the objectives of the Comprehensive Rural Development Programme (CRDP). Typical investment in these areas should include:
 - ❑ Farming equipment, irrigation systems, agricultural training facilities (colleges) and the establishment of small local fresh produce markets which could lead to the establishment of small scale agro industries focusing on processing and/or packaging of local products before exporting it to larger centres
 - ❑ Artisan and other skills training initiatives and facilities
 - ❑ Social infrastructure in the form of centrally-located Thusong centres serving each of the CRDP areas, and which provide a comprehensive range of community facilities at a one-stop destination among these rural communities
 - ❑ Rural housing programmes are also to be consolidated around these Thusong centres which will not only improve the utilisation of the community facilities located here, but also create the “critical mass” required to enhance the potential for local economic development – including the fresh produce market and associated agro-processing activities.

7.1.9 THE FOLLOWING MAPS INFORM THE SIX (6) STRATEGIC OBJECTIVES AS TO PROVIDING SPATIAL STRATEGIC FOCUS

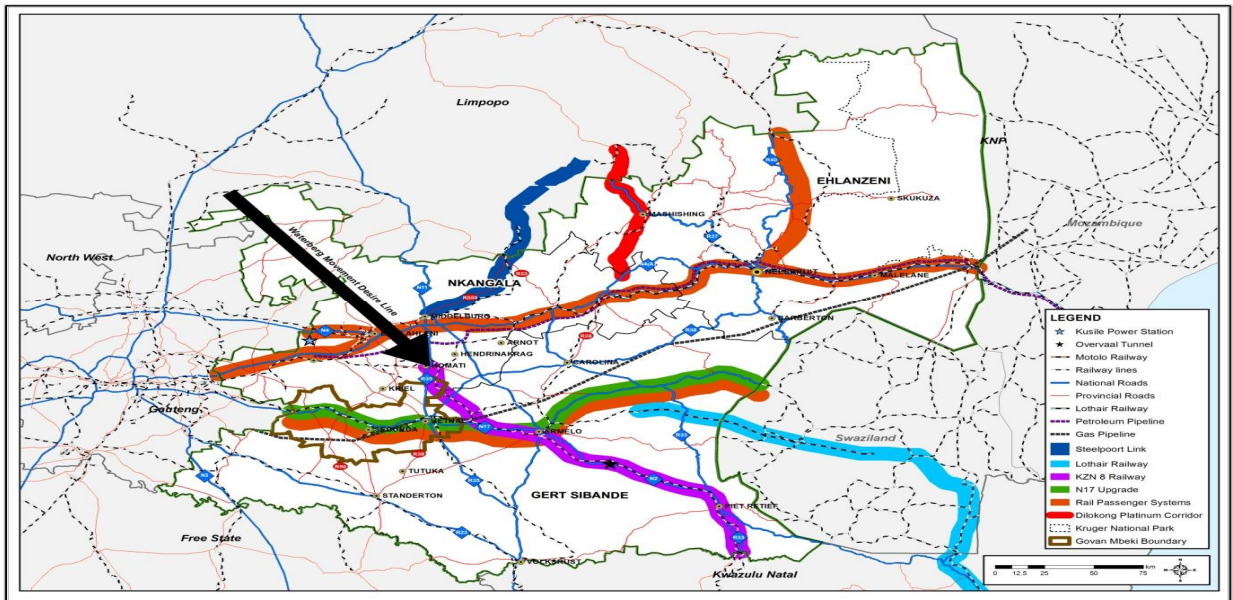
Map: Nodal and Corridor Development



Map: Regional Strategic Investment Initiatives



Map : Regional Strategic Investment Projects

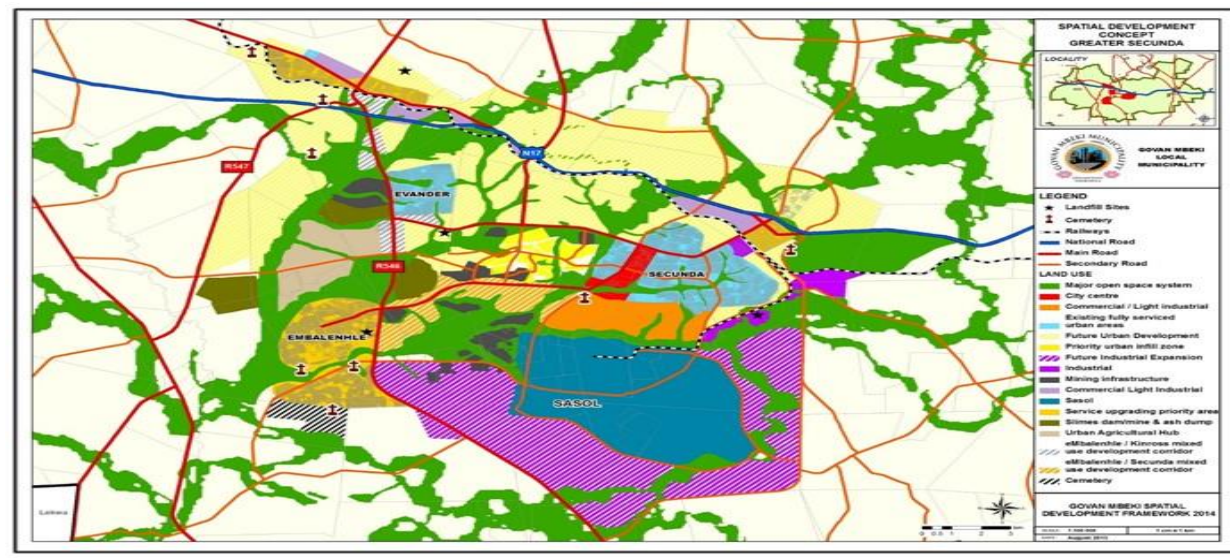
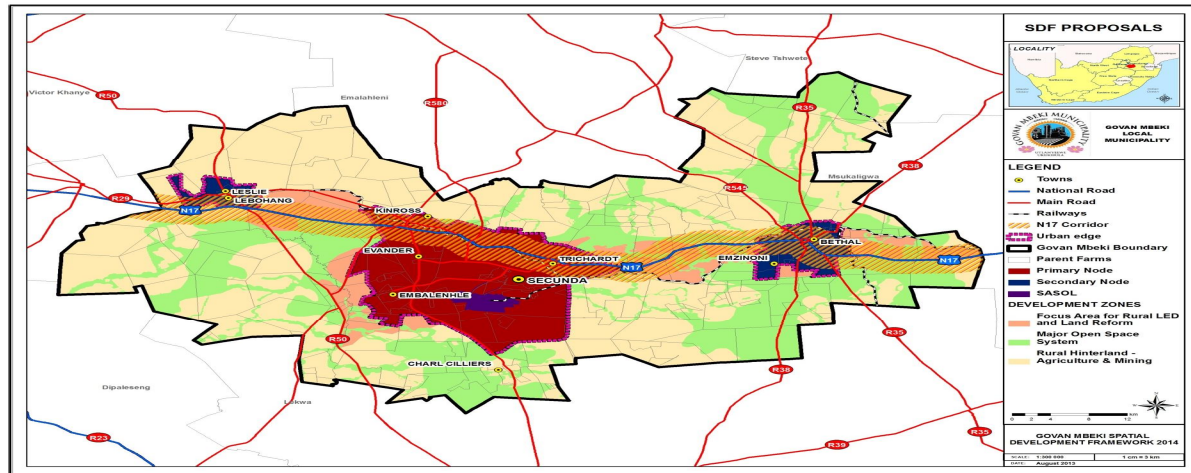


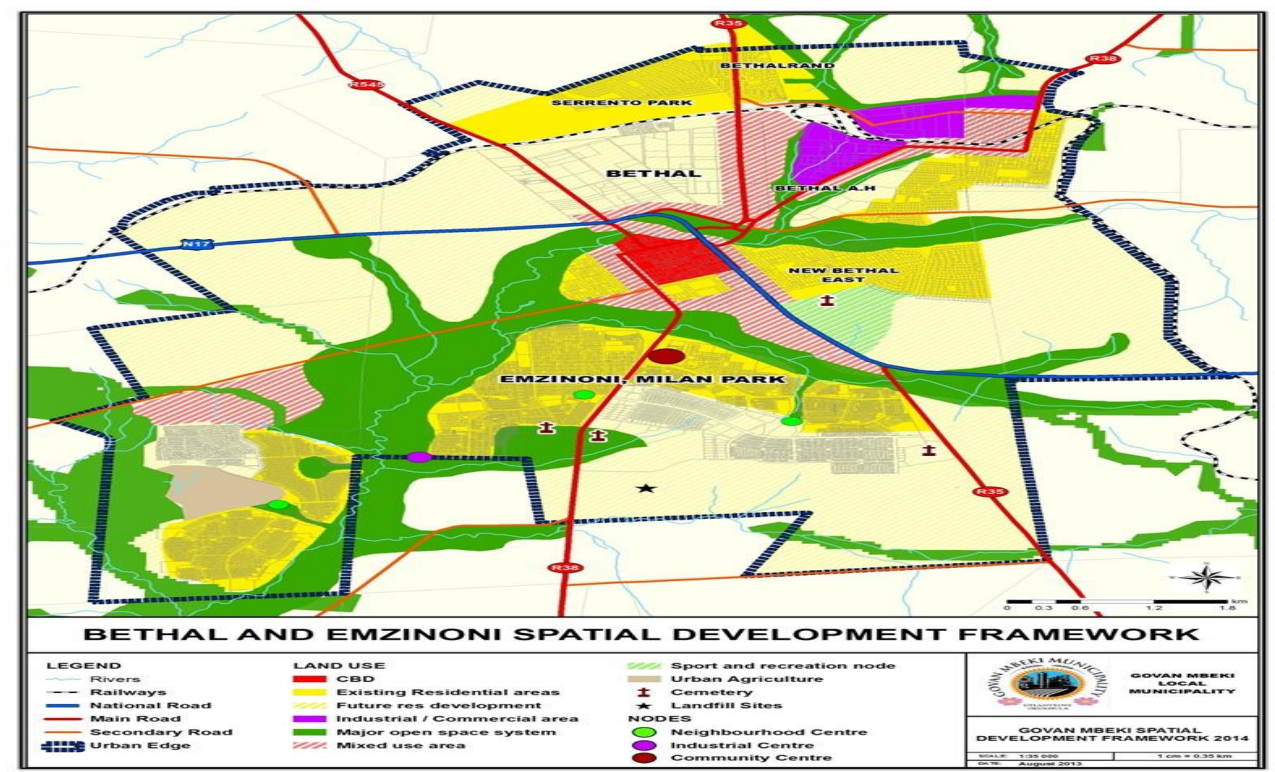
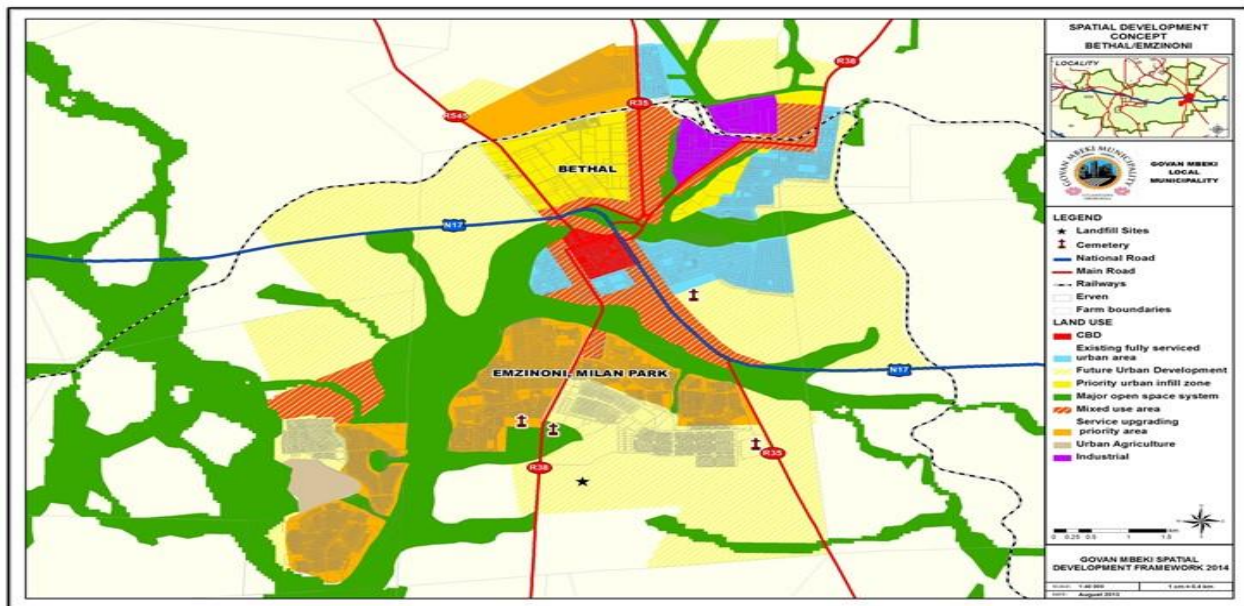
7.5.10 SPATIAL DEVELOPMENT CONCEPT

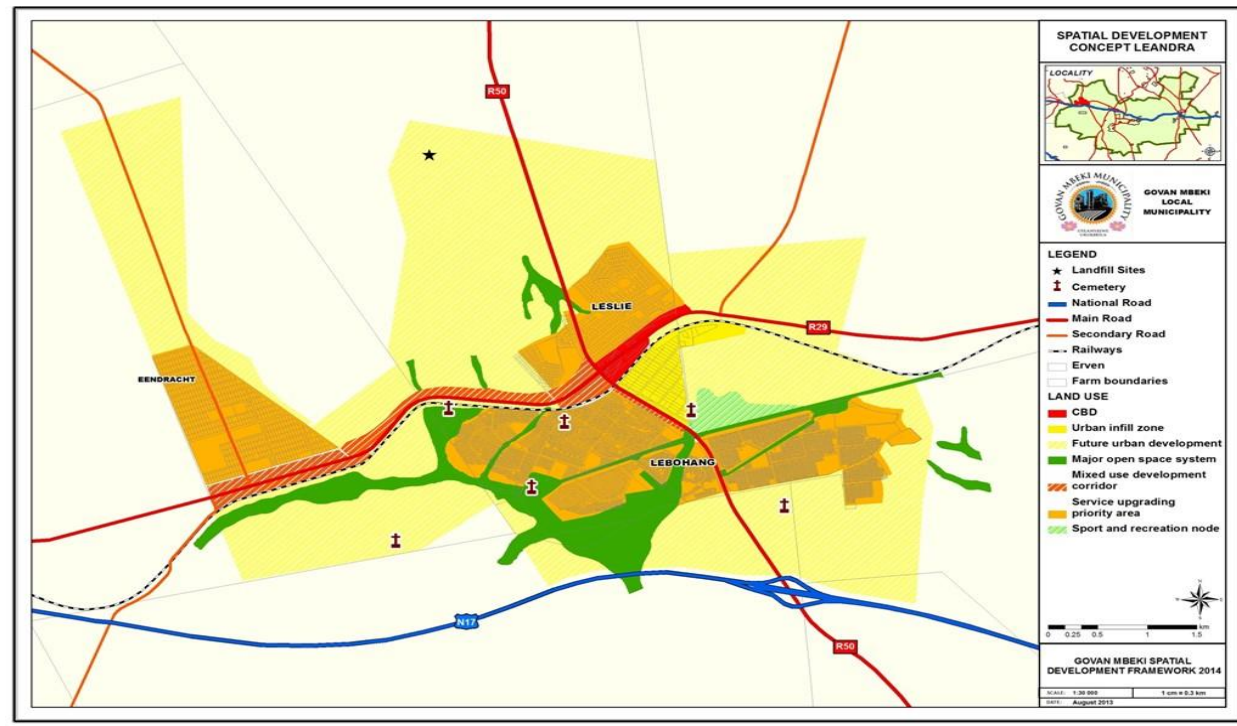
The Spatial Development Concept was formulated as a first step towards a spatial development strategy for Govan Mbeki. This Spatial Development Concept models spatial direction and context to future developments.

This Development Concept promotes, clarifies and refines the spatial development principles and development priorities supported by relevant policies and legislation and define the desired spatial form of Govan Mbeki. The municipal-wide development concept are illustrated as per the following Maps:

MAPS SPATIAL DEVELOPMENT CONCEPT







7.2 GOVAN MBEKI MUNICIPAL HOUSING SECTOR PLAN (GMM MHSP)

The Govan Mbeki Municipal Housing Sector Plan (GMM MHSP) has been revised and approved by council which contains the development plan well, to ensure an integrated approach to human sector development.

The plan incorporates elements from the Municipal IDP, Local Economic Development Strategy, GMM business plan, GMM Spatial Development Framework, GMM Land Use Management, as well as the National Upgrade of Informal Settlements Programme (NUSP). The GMM MHSP demonstrates the municipality's plans, budget and organisational capacity to deliver on this mandate, in a progressive and value-adding manner.

7.2.1 LEGISLATIVE AND POLICY ENVIRONMENT GOVAN MBEKI MUNICIPAL HOUSING SECTOR PLAN (GMM MHSP)

The GMM MHSP is informed by, and aligned to, the relevant legislative and policy imperatives e.g. the Constitution (1996), the Housing Act (1997), the National Housing Code (2009), the Municipal Finance Management Act (2003), Government's Performance Outcome 8 and the revised National Accreditation and Assignment Framework.

The Govan Mbeki Municipal Housing Sector Plan (GMM MHSP) comprised of the following components:

- ☐ Housing Allocation Policy
- ☐ Migration Strategy
- ☐ Migration Policy
- ☐ Comprehensive Housing Needs Analysis (Transversal Waiting List)
- ☐ Human Sector Development Plan : PPP Strategy
- ☐ Integrated Human Settlement Sector Plan

7.2.2 OBJECTIVES OF GOVAN MBEKI MUNICIPAL HOUSING SECTOR PLAN (GMM MHSP)

The objectives of the Govan Mbeki Municipal MHSP are as follows:

- ☐ That human settlements planning reflects a broad range of community level needs and concerns and is based on credible data;
- ☐ The alignment of the municipality's plans with national and provincial human settlements plans and priorities
- ☐ To undertake human settlements planning as part of a broader, integrated and proactive urban management strategy of the municipality;
- ☐ To provide detailed human settlements projects plans within a clear implementation and funding strategy;
- ☐ To develop an institutional structure and unpack clear roles and responsibilities of relevant stakeholders critical to achieving integrated human settlements planning;
- ☐ To incorporate concepts of migration, local economic development, in the overall development of human settlements
- ☐ To provide a clear monitoring and evaluation framework for the human settlements function; and
- ☐ To develop a clear communications plan.

7.2.3 NATIONAL HOUSING NEED REGISTRY (NHNR)

The National Department of Human Settlement has introduced new housing data registry which replaces the housing waiting. It is called National Housing Need Registry (NHNR). The NHNR operates/work as a single integrated database that stores data for potential housing beneficiaries.

The NHNR intends to reduce discrepancies through better control, consistent practices and improved management systems of potential beneficiaries. This information / data assist in the administering housing programmes. The progress to date with regards to beneficiary administration and implementation reflect that a total of 18360 of beneficiaries has been uploaded to the National Housing Need Registry (NHNR) database

7.2.4 HUMAN SETTLEMENT CHALLENGES

The following Human Settlement challenges exists with Govan Mbeki:

- ☐ Shortage of land for Human Settlement development
- ☐ Slow progress on delivery of houses due to non-payment of contractors appointed by PDoHS.
- ☐ Illegal invasion of housing some of the human settlement project at ext 22
- ☐ Legal battles with some community members who are trying to stop the Human Settlement project.
- ☐ Stoppages of CRU projects by tenants

7.3 SOLID WASTE MANAGEMENT

The Integrated Waste Management Plan (IWMP) is approved by Council in terms of resolution A83/10/2015 and is included as a sector plan in the 2020/2021 IDP.

In terms of one of the activities within the IWMP, a feasibility study was done during March 2016 on waste management facilities, specifically with the aim of developing a regional landfill site in Leandra with a central transfer station in Evander and mini-transfer stations (public drop off facilities) in all the regions.

The rationale behind the study is that the Secunda and Kinross landfill sites is running out of airspace with a remaining life between 1 and 1/2 years.

The outcome of the feasibility study revealed and recommended the following:



- ☐ To maintain the status quo of the Bethal, Leandra Secunda and Kinross landfill.
- ☐ Since the feasibility study was concluded, the Department of Agriculture, Rural Development, Land and Environmental Affairs (DARDLEA) issued a closure license to the Kinross landfill and the municipality is granted a three year period to stop operations and to close and rehabilitate the site.
- ☐ The construction of a main transfer station in Evander (along the Secunda eMbalenhle road) and diverting all the waste from eMbalenhle, via the transfer station to Leandra in order to increase the lifespan of the Secunda landfill site.
- ☐ As Kinross landfill need to close within one and half years, the waste from Kinross can be diverted via the same transfer station to Leandra.
- ☐ Various public drop off facilities in all the regions is identified. The purpose of these facilities is to allow communities a safe disposal area close to their area and to minimize the rate of illegal dumping as no waste disposal facilities is available; example eMbalenhle.

7.3.1 WASTE MANAGEMENT INTERVENTIONS/ IDP PROJECTS

In order to apply for external funding to develop waste management infrastructure, projects need to be included into the IDP.

The following projects and interventions are required and need to be included to meet the objective and addressing of waste management challenges:

Project	Estimated cost	Source of funding	Year of implementation
Construction of a central transfer station and drop off facility in Evander including equipment and containers (phase 1)	R20,000,000.00	MIG	2020/2021
Construction of a drop off facility in Evander (next to WWTW)	R3,000,000.00	MIG	2020/2021
Construction of 2 x mini-transfer stations at: - Kinross landfill site (licensed facility) - Ext 25 Kinross	R3,000,000.00 per station Total: R6,000,000.00	MIG	2020/2021
Construction of 4 x mini-transfer stations in eMbalenhle - ext. 9 - ext. 10 - ext. 18 - ext. 20	R3,000,000.00 per station Total: R12,000,000.00	MIG	2020/2021
Construction of 3 x mini-transfer stations in Leandra/ Lebohang: - Lebohang ext. 7 - Lebohang ext. 18 - Leandra landfill site	R3,000,000.00 per station Total: R9,000,000.00	MIG	2020/2021
Construction of 3 x mini-transfer stations in Secunda: - ext. 16 - ext. 23 - Secunda landfill site	R3,000,000.00 Total: R9,000,000.00	MIG	2020/2021



Project	Estimated cost	Source of funding	Year of implementation
Construction of a mini-transfer station Trichardt (next to WWTW)	R3,000,000.00	MIG	2020/2021
Construction of 3 x mini-transfer stations in eMzinoni/ Bethal: - eMzinoni ext. 4 - Bethal ext. 14 - Bethal landfill site	R3,000,000.00 Total: R9,000,000.00	MIG	2020/ 2021
6 x Skip loader trucks for transfer stations	R8,000,000.00	Internal	2020/2021
4 x Mass container trucks to transport waste from central transfer station to Leandra landfill site	R6,000,000.00	Internal	2020/2021
Infrastructure for Secunda landfill site – roads, lights, site office, weigh bridge, storm water drainage, leachate control, cell construction.	R20,000,000.00	MIG	2020/2021
Infrastructure for Bethal landfill site – roads, lights, site office, weigh bridge, storm water drainage, leachate control, cell construction.	R20,000,000.00	MIG	2020/2021
Infrastructure for Leandra landfill site – roads, lights, site office, weigh bridge, storm water drainage, leachate control, cell construction.	R50,000,000.00	MIG	2020/2021
Closure and rehabilitation of the Evander landfill site	R10,000,000.00	MIG	2020/2021
Closure and rehabilitation of the Kinross landfill site	R10,000,000.00	MIG	2020/2021
Closure and rehabilitation of the eMbalenhle landfill site	R10,000,000.00	MIG	2020/2021
Closure and rehabilitation of the Bethal-Morgenzon-road landfill site	R10,000,000.00	MIG	2021/2022
Closure and rehabilitation of the Lebohang landfill site	R10,000,000.00	MIG	2020/2021
Revise of the Integrated Waste Management Plan (IWMP) for the next 5 years 2019 to 2024	R600,000.00	Own funding / MISA	2020/2021
Integrated Waste Management Policy	R600,000.00	Own funding / MISA	2020/2021
5 x 19m3 refuse compactor trucks	R11,000,000.00	Internal funding	2020/2021

7.4 ENVIRONMENTAL MANAGEMENT

7.4.1 LEGAL COMPLIANCE TO ENVIRONMENTAL MANAGEMENT

There are several legislations that the Environmental Management Framework should consider, the most important of which are the Environmental Management Framework Regulations, 2010 (EMF Regulations) in terms of the National Environmental Management Act, 1998 (Act 107 of 1998) which replaced the previous EMF provisions contained in the Environmental Impact Assessment Regulations, 2006.

These regulations state that the Minister, and every MEC with the concurrence of the Minister may identify:

- ❑ Geographical areas based on environmental attributes, and as specified in spatial development tools adopted in the prescribed manner by the environmental authority, in which specified activities may not commence without environmental authorisation from the Competent Authority; and
- ❑ Geographical areas based on environmental attributes, and specified in spatial development tools adopted in the prescribed manner by the environmental authority, in which specified activities may be excluded from authorisation by the competent authority.

The Environmental Management Plan for Govan Mbeki municipality is in place and was approved by Council in terms of Resolution A08/01/2016. Although no formal structures is in place for environmental management within Govan Mbeki Municipality the Department Planning & Development and Community Services are commenting on Environmental Impact Assessments (EIA's), which need environmental authorization and which requires public participation.

All EIA's are placed within our libraries for comments and inputs by the community. The position of Environmental Management Officer is currently vacant which makes it very difficult to perform its functions. Challenges faced by the municipality with regards to Environmental also include amongst others Poor ambient Air quality and pollution of natural rivers and streams (sewer, etc.)

7.4.2 POLLUTION

By being a mineral rich area, Govan Mbeki Municipality is also a very vulnerable community with regards to pollution and consequent environmental degradation. The mining and petrochemical industries produce huge quantities of wastes in the form of solid, liquid and gases with a substantial amount of these wastes being potentially hazardous to the environment and extremely dangerous to the living organisms including human beings.

With the municipality being the hub of several mining and industrial activities within the region, plus a substantial population growth trend, Govan Mbeki Municipality generates a lot of general and hazardous waste that needs to be comprehensively controlled and managed.

7.4.3 ENVIRONMENTAL MANAGEMENT PROGRAMMES

7.4.3.1 Climate Change

Govan Mbeki Municipality was the first municipality within the Mpumalanga Province to develop its own climate change response implementation plan and Greenhouse Gas inventory with the assistance of SA-LED (South African – Low Emissions Development), and US-AID. The climate change response implementation plan as drafted still needs to be adopted by council.

7.4.3.2 GMM/SASOL offset project

Govan Mbeki Municipality is also working the municipality is chairing the GMM/SASOL offset project alignment committee whereby houses are insulated and converted to gas in an attempt to reduce carbon emissions and improve the general ambient air quality. MISA has appointed an intern, currently under Environmental Management, which is currently working, but not limited to the section Solid Waste Management. DEA is within the process to launch its Green deeds, Youth co-ordinator outreach program (Y-COP) 2019 within GMM, whereby they will appoint 22 people responsible for the cleaning of the environment and education and awareness within Govan Mbeki Municipality.

There are no one-year detailed operational constraints. The Municipality does not have specific environmental awareness campaigns or provide access to environmental information, besides the greenhouse gas inventory, but usually participate in the celebration of environmental days, such as International Clean-up day, arbour day etc.

7.4.4 BIODIVERSITY / OPEN SPACES

Govan Mbeki Municipality is running out of burial space, especially within Secunda, Trichardt, Evander and Kinross. A new cemetery is identified within Trichardt and need to be developed with infrastructure to serve the community of region 2. Infrastructure include, ablution facilities, site office, internal roads and designated burial blocks. Environmental Authorization is required from the DARDLEA before the cemetery is officially proclaimed.

Lebohang and Leslie have very limited burial space left and it is anticipated that the current burial space in Lebohang will be exhausted by 2020. A new cemetery for Lebohang and Leslie need be identified and developed with infrastructure such as ablution facilities, site office, fencing, internal roads and designated burial blocks.

Environmental Authorization is required from the DARDLEA before the cemetery is officially proclaimed. The eMzinoni and Bethal cemetery is full and currently burials are taking place outside the official boundaries of the cemetery. The boundaries need to be extended and municipal ground is available for the extension.

New infrastructure need to be developed within the cemetery, such as ablution facilities, site office, fencing, internal roads and designated burial blocks. Environmental Authorization is required from the DARDLEA before the cemetery is officially proclaimed.

eMbalenhle cemetery does have burial space available, but the cemetery need to be extended for future use. No infrastructure is available and provision need to be made for ablution facilities, site office, and internal roads and designated burial blocks.

7.5. CEMETERY MASTER PLAN

The municipality is in need of a cemetery master plan to determine what the status quo of cemeteries are within GMM, identify new cemetery space, advise on legal requirements and determine timeframes to meet the objectives. The plan will be the guiding planning document of the section for existing and future cemeteries.

The following projects are included in the IDP and requires funding to address biodiversity and open spaces challenges as below:

Project	Estimated cost	Source of funding	Year of implementation
Cemetery master plan	R1,000,000	Own funding	2020/2021
Identification and development of a new cemetery for Secunda, Trichardt with infrastructure, such as fencing, ablution facilities, site office, internal paved roads	R20,000,000	Own funding and MIG / SLP Project	2020/2021
Electronic Cemetery management system	R1,000,000.00	Own funding	2020/2021
Extension of the Bethal eMzinoni cemetery with infrastructure such as fencing, ablution facilities, site office, internal paved roads	R20,000,000	Own funding and MIG / SLP project	2020/2021
Extension of the Lebohang cemetery with infrastructure such as fencing, ablution facilities, site office, internal paved roads	R20,000,000	Own funding and MIG / SLP project	2020/2021
Upgrading of the Kinross ext 25 cemetery with infrastructure	R20,000,000	Own funding / MIG / SLP project	2020/2021
Upgrading of the eMbalenhle cemetery with infrastructure such as ablution facilities, site office, internal paved roads and burial blocks.	R20,000,000.00	Own funding / MIG / SLP project	2020/2021

7.6 DISASTER MANAGEMENT PLAN (DMP)

7.6.1 INSTITUTIONAL ARRANGEMENT

The ultimate responsibility for disaster management in the GMLM belongs with the Council in terms of section 55 (1) of the Disaster Management Act, Act 57 of 2002, while the Council under Council resolution PS20/2001 has delegated authority to the Executive Mayor to deal with disasters. The Executive Mayor will decide whether or not to declare a disaster.

The Head of the Disaster Management Centre and the Director Community Services provide support and coordination for all GMLM disaster operations. The Director Community Services will report to the Municipal Manager in the form of situational reports. GMLM will exercise full authority over disaster operations, when the disaster situation exists entirely within the boundaries of its jurisdiction unless the **disaster** is reclassified as a provincial or national disaster. In this instance the Govan Mbeki Joint Operations Centre (JOC) will be established as per the instructions of the Head of the Disaster Management Centre. The establishment of the municipal Disaster Management Centre is a legislative requirement.

The Govan Mbeki Local Municipal Disaster Management Centre is situated at Secunda Fire Station. A Manager with the title: Manager: Disaster Management Centre is responsible for all the activities of the Centre on a corporate level.

The Manager reports directly to the Head of the Department. The Centre deals mainly with the following:

- ☐ Implementation of a Geographical Information System
- ☐ Volunteers training and Administration
- ☐ Research

- ☐ Corporate disaster response
- ☐ Corporate risk reduction
- ☐ Corporate early warning systems
- ☐ Disaster financing
- ☐ Managing of disasters, which include resource lists and logistical arrangements.

If more than one municipality is affected or if there is a very serious disaster, the District disaster management centre, provincial disaster management centre (PDMC) and the national disaster management centre will be notified; but it will not necessarily assume control of all functions.

The DDMC and PDMC may decide not to take full control of the activities relative to the affected area. In covers an extended time period, the entire disaster management centre may be activated. The disaster management services is taking place with the limited resources available. The Disaster Management Advisory Forum is in place and operational. The external stakeholders are part of the forum as required by the Disaster Management Act. The Forum meets once a quarter and the attendance is good.

The awareness campaigns are conducted every quarter to educate the communities about disaster risk reduction issues. We have also established the Emergency Response Committee which deals with coordination of disaster/emergency responses in the area of GMM. These committee is meeting once a quarter before the Advisory Forum.

7.6.2 POLICY STATEMENT DISASTER MANAGEMENT

The GMLM is committed to maintaining a vigilant state of disaster preparedness, response, rehabilitation and reconstruction within a safe and sustainable framework for the residents, staff, stakeholders and neighbours, because all are susceptible to disasters. Enlightened self-interest tells us that to be prepared is the greatest weapon against disaster.

In recognition of the possibility of both small and large disasters, the Disaster Management Centre devised the following plan to ensure that appropriate actions are taken in the event of a disaster. This plan provides stakeholders with a set of disaster priorities, emergency procedure guidelines, lists of personnel and geographical information (GIS). It will be updated annually to ensure accuracy and currency.

7.6.3 THE MUNICIPAL DISASTER RISK MANAGEMENT PLAN

The Municipal Disaster Risk Management Plan is designed to establish the framework for implementation of the provisions of the Disaster Management Act, 57 of 2002, as well as the related provisions of the Municipal Systems Act, 32 of 2000. The purpose of the Municipal DRM Plan is to outline policy and procedures for both the pro-active hazard and risk assessment, followed by disaster prevention (if possible), risk reduction, preparedness and the re-active disaster response, relief and rehabilitation phases of Disaster Risk Management.

The Municipal DRM Plan is intended to facilitate multi-agency and multi-jurisdictional co-ordination in both pro-active and re-active related programs.

The key issues facing the disaster management unit include the lack of fully operational disaster management centre and vast rural areas which make the provision of effective services difficult, concentration of industries surrounded by residential suburbs, climate change, large number of informal settlements and insufficient of safety awareness and education.

The location of the municipality and its large manufacturing and mining sectors makes it vulnerable to various forms of disasters. Ensuring the safety of citizens it is therefore utmost important that the municipality must develop a disaster risk management plan that will protect its citizens.

The Disaster Management plan was developed in 2007 and approved by the Council. The plan is reviewed annually as required by Section 25(c) of the Disaster Management Act 57 of 2002.

7.6.4 DISASTER MANAGEMENT STRATEGY

The main strategy of all disaster management activities will be disaster risk reduction. A risk reduction strategy will ensure alignment with the strategies adopted internationally. In order to demonstrate the components, the diagramme is provided herein.

7.6.5 RISK PROFILE

The preliminary risk and vulnerability assessment performed with the aid of a questionnaire to all Councillors and Ward Councillors indicated the risks and vulnerabilities below:

Risk formula:

$$\text{RISK} = \frac{\text{HAZARD} \times \text{VULNERABILITY}}{\text{CAPACITY OR MANAGEABILITY}}$$

Risks

Natural Hazards

- ☐ Lightning strikes causing fires and / or damage to:
- ☐ Power lines
- ☐ Commercial and industrial buildings
- ☐ Veld fires

Informal settlements

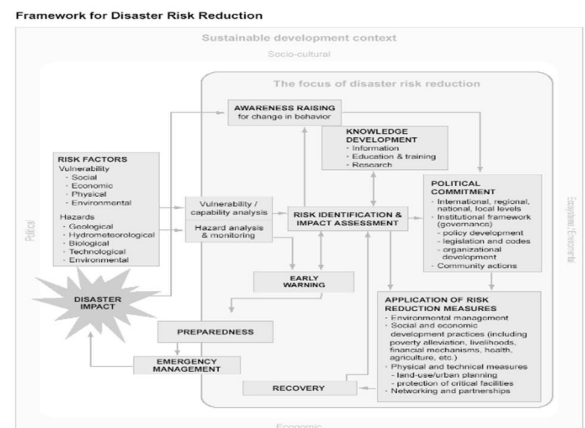
- ☐ Floods – Low laying areas in GMM, especially informal settlements
- ☐ Heavy snowfalls
- ☐ Fires in informal settlements
- ☐ Strong winds and tornadoes
- ☐ Drought
- ☐ Thunderstorms
- ☐ Diseases

Technological Hazards

- ☐ Hazardous material spills and accidents (roads, rail and air)
- ☐ Mine tremors
- ☐ Major accidents (especially along the N17, between Embalenhle & Secunda and Kinross & Standerton road)
- ☐ Sasol Gas pipeline leaks and explosions
- ☐ AFROX gas explosion
- ☐ Rail accidents and derailments

Vulnerabilities

- ☐ Residents living in unsafe areas (mine dumps, along major routes, next to SASOL plant area, etc).
- ☐ Residents in informal settlements close to hazards.
- ☐ Residents not trained in disaster risk reduction actions and preparedness.
- ☐ Lack of awareness of disaster risks.



CHAPTER 8

INTERGOVERNMENTAL GOVERNMENTAL DEVELOPMENT PERSPECTIVE

The municipality fosters relations with other spheres of government and participates in various intergovernmental activities to promote a closer working relationship between the various spheres of government. This chapter outlines the alignment of the Strategic Development Objectives and Strategies of the Govan Mbeki Municipality with those of .National and Provincial Government. The short- and long-term investment commitments of National and Provincial Government Departments on infrastructure development and service improvements within our municipal space are also reflected in this chapter.

Intergovernmental Relations takes place in terms of our Constitutional Mandate and other relevant legislation, most importantly the Intergovernmental Relations Framework Act. The Municipality strives to uphold its legislative authority and co-operative governance as required by the Constitution and other relevant legislation.

In doing so, the municipality maintains good co-operative and intergovernmental relations with its district and neighbouring municipalities, provincial authority, national government and intergovernmental agencies. The Municipality participates in various Intergovernmental Relations activities in the district and at provincial level. Municipal officials and Councillors are delegated to serve on the various forums as listed per below table:

8.1 INTERGOVERNMENTAL RELATIONS FORUMS:

INTERGOVERNMENTAL RELATIONS FORUMS:		
Forum	Frequency	Department
Municipal Managers Forum	Quarterly	Office of the Municipal Manager
SALGA Working Groups, NCOP, FFC	Quarterly	Relevant Department and Portfolio Councillor
Premiers Co-ordinating Forum (PCF)	Quarterly	Office of the Executive Mayor and Office of the Municipal Manager
MinMay	Quarterly	Executive Mayor
MinMay-tech	Quarterly	Municipal Manager
Communication Forum	Quarterly	Office of the Municipal Manager
Monitoring and Evaluation Forum	Quarterly	Planning and Development
Provincial Skills Development Forum	Quarterly	Corporate Services
Disaster Management Forum	Quarterly	Community Services
Local Economic Development Forum	Quarterly	Planning and Development
DISTRICT INTERGOVERNMENTAL STRUCTURES		
District Co-ordinating Forum (DFC)	Quarterly	Office of the Mayor, Speaker ,MMC's, Office of the Municipal Manager and Directors
District IDP Managers Forum	Quarterly	Planning and Development

8.2 ALIGNMENT TABLE OF MUNICIPAL, PROVINCIAL AND NATIONAL AND STRATEGIC OBJECTIVES

The below alignment table illustrate and summarises the integration the strategic objectives of Govan Mbeki Municipality with the objectives of key national, provincial and regional strategies as follows:

HORIZONTAL ALIGNMENT TABLE OF MUNICIPAL, PROVINCIAL AND NATIONAL AND STRATEGIC OBJECTIVES						
GOVAN MBEKI MUNICIPAL STRATEGIC OBJECTIVES			PROVINCIAL GOVERNMENT MPUMALANGA PROV- (DPLG)STRATEGIC OBJECTIVES	CABINET LEKGOTLA (2010) NATIONAL OUTCOMES	NATIONAL DEVELOPMENT PLAN (VISION 2030)	
MUNICIPAL KEY PERFORMANCE AREAS	STRATEGIC OBJECTIVE	PRE DETERMINED OBJECTIVE (PDO'S)				
KPA 1: Financial Viability	To enhance revenue & secure financial sustainability	- To protect and enhance revenue - To reduce operational expenditure - Ensure sound asset management. - Ensure value-for-money capital expenditure - Review and streamline SCM processes - Develop and implement a funding model.	Key Priority Area 5: Good Governance Strategic Thrust: - Enhance and develop the institutional capacity of the public sector to ensure effective and efficient service delivery - Promote and enhance cooperative governance for integrated service delivery - Promote a culture of accountability and transparency in the public sector - Improve integrated service delivery through innovative and proactive practices - Strengthening of social partnerships and community participation in development and service delivery	OUTCOME 9 Response and accountable, effective and efficient local government system	ROLE OF MUNICIPALITY - Adopt IDP planning processes appropriate to the capacity and sophistication of the municipality - Implement the community work programme - Ensure ward committees are representative and fully involved in the municipality's community consultation processes - Improve municipal financial and administrative capacity by implementing competency norms and standards and acting against incompetence and corruption	FIGHT CORRUPTION - Centralise the awarding of large tenders or tenders that run for a long time - Take political and legal steps to stop political interference in agencies fighting corruption - Set up dedicated prosecution teams, specialist courts and judges
KPA 2: Sustainable Physical Infrastructure and Improve Customer Care Services	To provide sustainable services, optimise operations and improve customer care	- Improve energy efficiency - Plan, construct and maintain roads and stormwater - Plan, construct and maintain water and sanitation - Plan, construct and maintain waste infrastructure - Plan, construct and maintain public facilities	Key Priority Area 2: Development Infrastructure Strategic Thrust: The development of multi-faceted infrastructure to address basic needs and improve the quality of life	OUTCOME 6 An efficient, competitive and responsive economic infrastructure network.	ROLE OF MUNICIPALITY - Ring-fence water, electricity and sanitation functions so as to facilitate cost-reflecting pricing of these services - Ensure urban spatial plans provide for commuter, rail corridors, as well as other modes of public transport - Maintain and expand water purification works and waste water treatment works in line with growing demand - Cities to prepare to receive the devolved public transport function.	EXPAND INFRASTRUCTURE - Enable exploratory drilling to see whether there are viable coal seam and shale gas reserves, while investigations continue to make sure that operations do not damage the environment - Move Eskom's system operator, planning, power procurement, power purchasing and power contracting functions to the independent system and market operator

					Improve maintenance of municipal road networks	- Closely regulate the electricity maintenance plans of large cities - Set up an investment programme for water resource development, bulk water supply and wastewater management this year, with reviews every five years - Improve and cut the cost of internet broadband by changing the regulatory framework
	To provide sustainable services, optimise operations and improve customer care	- Provide sustainable, reliable, affordable water, sanitation services to all - Provide sustainable, reliable, affordable electricity to all residents - Provide sustainable, reliable, affordable waste disposal to all residents - Develop, implement maintain sound relations with all customers - Ensure access to safe and affordable public transport - Develop, implement a branding plan - Develop effective efficient building plan development application	Key Priority Area 2: Development Infrastructure Strategic Thrust: The development of multi-faceted infrastructure to address basic needs and improve the quality of life	OUTCOME 6 An efficient, competitive and responsive economic infrastructure network. OUTCOME 2 A long and healthy life for all South Africans	ROLE OF MUNICIPALITY - Ring-fence water, electricity and sanitation functions so as to facilitate cost-reflecting pricing of these services - Ensure urban spatial plans provide for commuter rail corridors, as well as other modes of public transport - Maintain and expand water purification works and waste water treatment works in line with growing demand - Cities to prepare to receive the devolved public transport function. - Improve maintenance of municipal road networks - Continue to improve community health service infrastructure by providing clean water, sanitation and waste removal services	EXPAND INFRASTRUCTURE - Enable exploratory drilling to see whether there are viable coal seam and shale gas reserves, while investigations continue to make sure that operations do not damage the environment - Move Eskom's system operator, planning, power procurement, power purchasing and power contracting functions to the independent system and market operator - Closely regulate the electricity maintenance plans of large cities - Set up an investment programme for water resource development, bulk water supply and wastewater management this year, with reviews every five years - Fix and build transport links, in these key areas: - Expand the coal, iron ore and manganese lines. Build the N2 road through the Eastern Cape



						Improve and cut the cost of internet broadband by changing the regulatory framework
KPA 3: Economic Growth and Development	To facilitate and create an enabling environment for diversified local economic development, social cohesion and job creation	- To plan, execute enterprise development - To plan, execute tourism enhancement - To plan execute green economy projects - To plan, execute skills development - To plan, execute rural and agricultural - To plan, execute urban renewal projects - To plan, execute rural agricultural development	Key Priority Area 1: Economic Development Strategic Thrust: Enhance Provincial economic development to improve the quality of life for all	OUTCOME 4 Decent employment through inclusive economic growth	ROLE OF MUNICIPALITY - Create an enabling environment for investment by streamlining planning application processes - Ensure proper maintenance and rehabilitation of essential services infrastructure - Ensure proper implementation of the EPWP - Design service delivery processes to be labour intensive - Improve procurement systems to eliminate corruption and ensure value for money - Utilise community structures to provide service	CREATE JOBS - Create 11 million more jobs by 2030 and Expand the public works programme - Lower the cost of doing business and costs for households - Help match unemployed workers to jobs - Provide tax subsidy to businesses to reduce cost of hiring young people - Help employers and unions agree on starting salaries - Make it possible for very skilled immigrants to work in South Africa - Make sure that probationary periods are managed properly - Simplify dismissal procedures for performance or misconduct - Take managers earning above R300,000 out of the CCMA process - Reward the setting up of new businesses, including partnering with companies - Increase value for money for tourists by selling regional packages that meet all pocket sizes.

						Consider a single visa for SADC visitors Deal with confusion over policies to do with transport, water, energy, labour and communications
KPA 4: Institutional Transformation	To enhance the capacity of human capital and deliver institutional transformation	- Assess, review, and address the human capital and skills - Establish an effective, efficient PMU, develop PM skills - Develop, implement an effective, efficient PMS - Review processes procedures for effective IT service - Review processes procedures - effective service - Review, provide the required municipal facilities - Review, plan provide for the required equipment vehicle	Key Priority Area 6: Human Resource Development Strategic Thrust: - Invest in people's skills to promote service delivery economic growth and development - To position higher education institutions to meet the skills demand of the Province - Improve access to and ensure quality education	OUTCOME 5 A skilled and capable workforce to support an inclusive growth path.	ROLE OF MUNICIPALITY - Develop and extend intern and work experience programmes in municipalities - Link municipal procurement to skills development initiatives	TRANSFORMATION AND UNITY - The Bill of Responsibility, developed by the Department of Basic Education and others, should be popularised and used as a pledge by all South Africans to live the values of the Constitution - Encourage all South Africans to learn at least one African language - Employment equity and other redress measures should continue and be made more effective.
KPA 5: Spatial Integration and Safe Protected Environment	To develop spatially integrated, safe communities and a protected environment	- Ensure a safe secure environment - Ensure a sustainable environment - Review, implement the disaster management - Provide reliable emergency services to all residents - Ensure effective efficient traffic control, law - Provide well-maintained parks, open spaces	Key Priority Area 3: Social Development Strategic Thrust: - Attain high levels of social development that will ensure a well educated citizenry that is healthy, safe and has access to sufficient recreational facilities Key Priority Area 4: Sustainable Environmental Development Strategic Thrust: - To ensure sustainable development and environmental management	Outcome 3 All people in South Africa are and feel safe. OUTCOME10 Environmental assets and natural resources that is well protected and continually enhanced.	ROLE OF MUNICIPALITY - Facilitate the development of safer communities through better planning and enforcement of municipal by-laws - Direct the traffic control function towards policing - high risk violations – rather than revenue collection - Metro police services should contribute by: - Increasing police personnel and improving collaboration with SAPS	BUILD A CAPABLE STATE - Fix the relationship between political parties and government officials - Make the public service a career of choice - Improve relations between national, provincial and local government - Boost state-owned enterprises to help build the country - Professionalise the police and criminal justice system TRANSITION TO A LOW-CARBON ECONOMY



					- Ensuring rapid response to reported crimes ROLE OF MUNICIPALITY - Develop and implement water management plans to reduce water losses - Ensure effective maintenance and rehabilitation of infrastructure - Run water and electricity saving awareness campaigns - Ensure proper management of municipal commonage and open spaces	- Speed up and expand renewable energy and waste recycling, and ensure buildings meet energy-efficient standards - Set a target of five million solar water heaters by 2030 - Introduce a carbon tax - Scale up investments and research and development for new technologies
	To develop spatially integrated, safe communities and a protected environment	- Develop integrated, sustainable human settlements - Promote, develop sport, recreation - Develop, conserve protect craft culture - Ensure an effective and efficient library service - Plan, construct, and maintain cemeteries	Key Priority Area 3: Social Development Strategic Thrust: Attain high levels of social development that will ensure a well educated citizenry that is healthy, safe and has access to sufficient recreational facilities	OUTCOME 8 Sustainable human settlements and improved quality of household life OUTCOME 6 An efficient, competitive and responsive economic infrastructure network.	ROLE OF MUNICIPALITY - Cities must prepare to be accredited for the housing function - Develop spatial plans to ensure new housing developments are in line with national policy on integrated human settlements - Participate in the identification of suitable land for social housing - Ensure capital budgets are appropriately prioritised to maintain and extend existing services. ROLE OF MUNICIPALITY - Ring-fence water, electricity and sanitation functions so as to facilitate cost-reflecting pricing of these services - Ensure urban spatial plans provide for commuter	TRANSFORM URBAN AND RURAL SPACES - Stop building houses on poorly located land and shift more resources to upgrading informal settlements, provided that they are in areas close to jobs - Improve public transport - Give businesses incentives to move jobs to townships - Fix the gap in the housing market by combining what banks have to offer with subsidies as well as employer housing schemes - Give communal farmers, especially women, security of tenure - Put money into irrigation in Makatini Flats and Umzimvubu River Basin EXPAND INFRASTRUCTURE

					▪ rail corridors, as well as other modes of public transport ▪ Maintain and expand water purification works and waste water treatment works in line with growing demand ▪ Cities to prepare to receive the devolved public transport function. ▪ Improve maintenance of municipal road networks	▪ Enable exploratory drilling to see whether there are viable coal seam and shale gas reserves, while investigations continue to make sure that operations do not damage the environment ▪ Move Eskom's system operator, planning, power procurement, power purchasing and power contracting functions to the independent system and market operator ▪ Closely regulate the electricity maintenance plans of large cities ▪ Set up an investment programme for water resource development, bulk water supply and wastewater management this year, with reviews every five years ▪ Improve and cut the cost of internet broadband by changing the regulatory framework
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KPA 6 : Governance and Stakeholder Participation	To promote good corporate governance and effective stakeholder engagement	- Promote sound and sustainable governance - Pro-actively manage and mitigate risks - Review and streamline policies and procedures - Review by-laws and enforce - Monitor and evaluate performance - Improve internal and external communication.	Key Priority Area 5: Good Governance Strategic Thrust: - Enhance and develop the institutional capacity of the public sector to ensure effective and efficient service delivery - Promote and enhance cooperative governance for integrated service delivery - Promote a culture of accountability and transparency in the public sector - Improve integrated service delivery through innovative and proactive practices - Strengthening of social partnerships and community participation in development and service delivery	Outcome 12 An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship.	ROLE OF MUNICIPALITY - Continue to develop performance monitoring and management systems - Comply with legal financial reporting requirements - Review municipal expenditures to eliminate wastage - Ensure councils behave in ways to restore - community trust in local government	BUILD A CAPABLE STATE - Fix the relationship between political parties and government officials - Make the public service a career of choice - Improve relations between national, provincial and local government - Boost state-owned enterprises to help build the country - Professionalise the police and criminal justice system
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8.3 PLANNED SECTOR DEPARTMENTS INVESTMENTS IN MUNICIPAL SPACE 2020/2021 MTREF

8.3.1 MIG FUNDING AND OTHER GRANTS 2020/2021 FINANCIAL YEAR

PROPOSED MIG PROJECT LIST FOR 2020/2021 FINANCIAL YEAR					
Provincial Registration Number	Project name	Budget	Registration status	Project category	Ward / Village
MIG/MP/1702/W/19/20	Refurbish/Upgrade water pipeline to Van Heerden reservoir	12 563 000	Registered	Water	28
MIG/MP1656/S/18/21	Refurbishment and Upgrading of Emzinoni WWTW and sewer pump stations	15 000 000	Registered	Sanitation	26
MIG/MP1285/RST/14/17	Rehabilitation of Tarred roads in Embalenhle	15 000 000	Registered	Roads	12,14
MIG/MP/1700/W/18/19	Replacement of AC pipes in Emzinoni	3 337 000	Registered	Water	26
MIP/MP1756/S/18/21	Construction of WWTW in Charl Cilliers.	15 000 000	Registered	Sanitation	10
MIG/MP/1702/W/19/20	Refurbish/Upgrade water pipeline to Van Heerden reservoir	6 267 000	Registered	Water	28
MIG/MP1656/S/18/21	Refurbishment and Upgrading of Emzinoni WWTW and sewer pump stations	15 000 000	Registered	Sanitation	26
MIG/MP1285/RST/14/17	Rehabilitation of Tarred roads in Embalenhle	15 000 000	Registered	Roads	
	Construction of 3x Waste transfer station	20 000 000	Not Registered	Waste Management	
MIG/MP/1700/W/18/19	Construction of Water Reservoir in Bethal East	R 11 275 424	Registered	Water	28

8.3.2 SECTOR DEPARTMENTS INVESTMENTS

The submission of funded projects and allocated budgets for 2020/2021 financial year from various sector departments are still pending and all funded projects will be included as part of final IDP 2020/2021

CHAPTER 9: IDP IMPLEMENTATION

9.1. THE FINANCIAL PLAN

This chapter outlines the organisation's ability to execute its development strategy and the ultimate implementation of this IDP as which translates into projects and programmes identified through an integrated process of inclusive planning and funding prioritisation.

The implementation of the IDP is dependent on the organisation's financial sustainability, effective performance review, evaluation mechanisms and also key risks contained in the municipal risk register that might have a negative impact on service delivery and development of the institution and its communities.

9.1.1 POLICY STATEMENTS AND GUIDELINES 2020/2021 MTREF

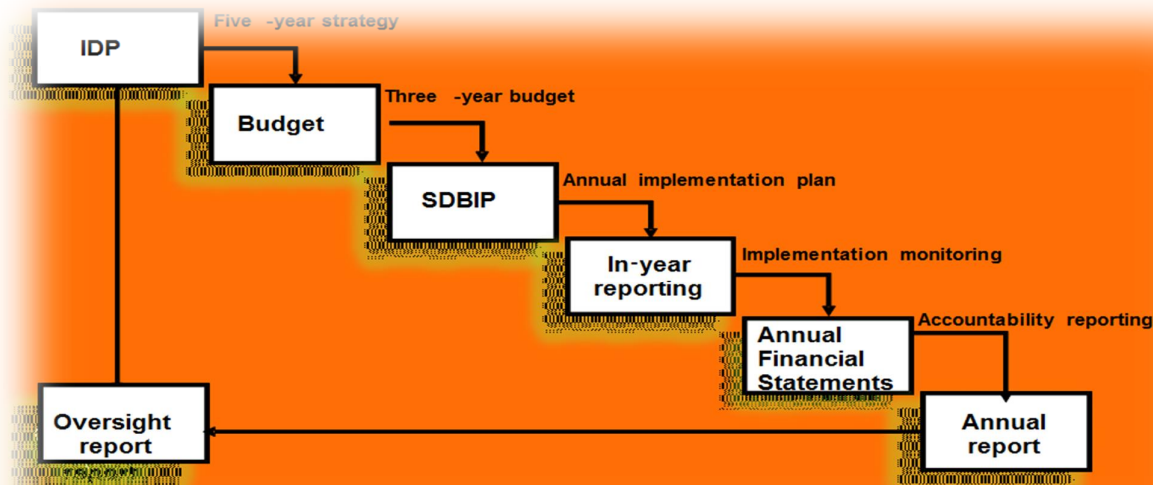
Separate submission by Finance Department. To be included once draft budget is approved

9.1.2 CONSOLIDATED OVERVIEW 2020/2021

Separate submission by Finance Department. To be included once draft budget is approved

9.1.3 ALIGNMENT LINKING PLANNING, BUDGETING AND IMPLEMENTATION TO THE INTEGRATED DEVELOPMENT PLAN

The process for linking planning, budgeting, implementation, monitoring and reporting are illustrated as per the below diagram:



The IDP has been prepared for the medium term to 2020/2020. In the current financial year the IDP has undergone the review as required by the Municipal Systems Act and MFMA. Community needs and inputs were sought and the stake holders were consulted.

The IDP takes cognizance of the National, provincial and district priorities. The key focus and IDP priorities are:

- ☐ To provide , improve and sustain infrastructure
- ☐ To promote socio economic development in rural and urban areas
- ☐ To enable and speed up institutional transformation
- ☐ To strengthen democracy and good governance
- ☐ To improve and sustain financial management

In compliance with Systems Act of 2000 and the Municipal Finance Management Act the budget is informed and aligned to the IDP priorities.

9.1.4 LONG TERM FINANCIAL STRATEGY (LTFS)

The purpose of the long-term financial strategy is to ensure that the municipality is financially sustainable and able to respond to the Municipal Growth and Development Strategy, policies, priorities and infrastructure needs.

The objectives of the LTFS are:

- ☐ Prudent and sound medium-term to long-term financial framework.
- ☐ Resilience and able to absorb future shocks.
- ☐ Ensure sustainability of services.
- ☐ Investment in infrastructure.
- ☐ Adequate maintenance of infrastructure.
- ☐ Identify strategies that will ensure long-term financial sustainability:
- ☐ Operational efficiency initiatives,
- ☐ Sustainable and alternative revenue streams.
- ☐ Respond to the long-term strategy of the municipality.
- ☐ Improve the municipality's credit rating.

Owing to the limited revenue base (municipal rates, user charges and grants/subsidies) the Municipality has to be proactive in the minimization of costs and the maximisation of efficiencies in order to respond to increased service delivery requirements.

The long-term Financial Model essentially informs the compilation of the MTREF with the emphasis on affordability and long-term sustainability. Although the LTFM is predominantly a financial planning tool to ensure long-term financial sustainability for the organisation, the financial planning process and LTFM run parallel to ensure the strategies and direction of the Municipality are at all times informed by best practice.

The strategies and measures already implemented to ensure sustainability are:

- ☐ The Budget Policy;
- ☐ The Revenue Enhancement Strategy;
- ☐ Budget Principles and guidelines; and
- ☐ The Cash-Flow Management Intervention Initiatives.

These strategies and measures are discussed in detailed as below.

9.1.5 REVENUE ENHANCEMENT STRATEGY

- ☐ To seek alternative sources of funding;
 - ☐ Expand income base through update of the valuation roll;
 - ☐ The ability of the community to pay for services;
 - ☐ Identification and pursuance of government grants;
 - ☐ Tightening credit control measures and debt collection targets;
 - ☐ Improve customer relations and promote a culture of payment;
 - ☐ Realistic revenue estimates;
 - ☐ The impact of inflation, the municipal cost index and other cost increases; and
 - ☐ The creation of an environment which enhances growth, development and service delivery.
- ☐

9.1.6 ASSET MANAGEMENT STRATEGY

- ☐ The implementation of a GRAP compliant asset management system;
- ☐ Adequate budget provision for asset maintenance over the economic lifespan;
- ☐ Maintenance of asset according to an infrastructural asset maintenance plan;
- ☐ Maintain a system of internal control of assets to safeguard assets; and
- ☐ Ensure all assets owned and/or controlled except specific exclusions are covered by insurance.

9.1.7 FINANCIAL MANAGEMENT STRATEGIES

- ☐ To maintain an effective system of expenditure control including procedures for the approval, authorisation, withdrawal and payment of funds.
- ☐ Preparation of the risk register and application of risk control;
- ☐ Implement controls, procedures, policies and by-laws to regulate fair, just and transparent transactions;
- ☐ Training and development of senior financial staff to comply with prescribed minimum competency level;
- ☐ Implement GRAP standards as gazetted by National Treasury; and
- ☐ Prepare annual financial statements timeously and review performance and achievements for the past three financial years.

9.1.8 OPERATION FINANCING STRATEGIES

- ☐ Effective cash flow management to ensure continuous, sufficient and sustainable cash position;
- ☐ Enhance budgetary controls and financial reporting;
- ☐ Direct available financial resources towards meeting the projects as identified in the IDP; and
- ☐ To improve Supply Chain Management processes in line with regulations.

9.1.9 CAPITAL FINANCING STRATEGIES

- ☐ Ensure service delivery needs are in line with multi-year financial plan;
- ☐ Careful consideration/prioritization on utilizing available resources in line with the IDP;
- ☐ Analyse feasibility and impact on operating budget before capital projects are approved;
- ☐ Determine affordable limits for borrowing;
- ☐ Source external funding in accordance with affordability;
- ☐ Improve capital budget spending; and
- ☐ Maximizing of infrastructural development through the utilisation of all available resource.

9.1.8 COST EFFECTIVE STRATEGIES

- ☐ Invest surplus cash not immediately required at the best available rates;
- ☐ Restrict capital and operating expenditure increases in relation to the inflation rate taking into consideration the macro economic growth limit guideline and municipal cost increases.
- ☐ To remain as far as possible within the following selected key budget assumptions:
 - ☐ Provision of bad debts of at least 2%;
 - ☐ Overall cost escalation to be linked to the average inflation rate;
 - ☐ Tariff increases to be in line with inflation plus municipal growth except when regulated;
 - ☐ Maintenance of assets of at least 8% of total operating expenditure;
 - ☐ Capital cost to be in line with the acceptable norm of 18%;
 - ☐ Outstanding external debt not to be more than 50% of total operating revenue less government grants; and
- ☐ Utilisation of Equitable Share for indigent support through Free Basic Services

9.1.10 MEASURABLE PERFORMANCE OBJECTIVES FOR REVENUE

- ☐ To maintain the debtors to revenue ratio below 10%;
- ☐ To maintain a debtors payment rate of above 90%;
- ☐ To ensure that the debtors return remain under 40 days; and
- ☐ To keep the capital cost on the Operating Budget less than 18%.

9.1.11 REVENUE FRAMEWORK

In order to serve the community and to render the services needed, revenue generation is fundamental to financial sustainability of every municipality; the reality is that we are faced with developmental backlogs and poverty, challenging our revenue generation capacity. The requests always exceed the available funds.

This becomes more obvious when compiling the municipality's annual budget. Municipalities must table a balanced and more credible budget, based on realistic estimation of revenue that is consistent with their budgetary resources and collection experience. The revenue strategy is a function of key components such as:

- ☐ Growth in town and economic development;
- ☐ Revenue enhancement;
- ☐ Achievement of above 90% annualized collection rate for consumer revenue;
- ☐ National Treasury guidelines;
- ☐ Electricity tariff increases within National Electrification Regulator of South Africa (NERSA) approval;
- ☐ Approval of full cost recovery of specific department;
- ☐ Determining tariff escalation rate by establishing/calculating revenue requirement; and
- ☐ Ensuring ability to extent new services and recovering of costs thereof

9.1.12 SUPPLY CHAIN MANAGEMENT (SCM)

The Council resolves in terms of section 111 of the Local Government: Municipal Finance Management Act (No. 56 of 2003) to adopt as the Supply Chain Management Policy of the Govan Mbeki Municipality by Council resolution A23/05/2016, dated 26 May 2016

9.1.13 FINANCIAL STRATEGIES, POLICIES AND PROGRAMMES

GOVAN MBEKI MUNICIPALITY: FINANCIAL STRATEGIES & FINANCIAL POLICIES		
DOCUMENT	PURPOSE	STATUS
THE VIREMENT POLICY	The Virement policy establishes the framework for managers to manage their respective budgets within limitations, and also to ensure good budgeting practice and effective financial management. The Virement policy has been amended to improve budgetary controls.	In place
CREDIT CONTROL AND DEBT COLLECTION POLICY	To establish consolidated, sound and practically executable credit control measures to be applied in respect of all property owners and consumers. To regulate the actions pertaining to arrear accounts, including extensions granted, written arrangements to pay-off arrears, the monitoring thereof and legal actions associated with unpaid accounts	In place
INDIGENT POLICY	To subsidize indigent households with a specified level of income enabling them to pay for a basic package of municipal service.	In place
TARIFF POLICY	To provide a framework to determine rates and tariffs to finance expenditure.	In place
PROPERTY RATES POLICY	To ensure that all the stipulation of the Municipal Property Rates Act are effected administratively and also lay-out and stipulate all the requirements for rebates for all qualifying property owners	In place
SUPPLY CHAIN MANAGEMENT POLICY	To provide a system of procurement that gives effect to the principles of: Fairness Equity Transparency Competitiveness Cost effectiveness	In place
FIXED ASSET MANAGEMENT	The asset policy is designed to ensure management of Municipal assets in efficient and effective manner with regard to acquisition, utilization, control maintenance and disposal of assets. The policy guides Directorates in their responsibility and duties for control of their assets.	In place
INVESTMENT POLICY	The intention of the investment policy is to ensure investments are made in an efficient and effective manner which generates the best returns for the municipality while considering	In place
TRAVEL AND SUBSISTENCE POLICY	This policy sets out the basis for the payment of subsistence and travel allowance, for the purpose of official travelling.	In place
ACCOUNTING POLICY	The accounting policy guides the preparation of the Annual Financial Statements and is reviewed each year during the preparation to ensure compliance with Generally Recognized Accounting standards and other guiding principles such as International Financial Reporting.	In place
TARIFF BY-LAW	The tariff by-law covers levying of tariffs, fees and charges for municipal services. The tariff by-law details electricity, water, sewer, refuse removal and miscellaneous tariffs.	In place

GOVAN MBEKI MUNICIPALITY: FINANCIAL STRATEGIES & FINANCIAL POLICIES		
DOCUMENT	PURPOSE	STATUS
GRANT IN-AID POLICY	This policy provide the framework for grants-in-aid to non-governmental organisations (NGO"s), community-based organisations (CBO"s) or non-profit organisations (NPO"s) and bodies that are used by government as an agency to serve the poor, marginalised or otherwise vulnerable as envisaged by Sections 12 and 67 of the Local Government: Municipal Finance Management Act, 2003 (Act 56 of 2003).	In place
SHORT TERM RISKS AND LIABILITIES POLICY OF THE GOVAN MBEKI MUNICIPALITY	To safeguard all municipal assets and protect Council against liabilities. To ensure effective financial and risk management.	In place
THE FUNDING AND RESERVES POLICY	Aimed to ensure that the municipality has sufficient and cost-effective funding in order to achieve its objectives through the implementation of its operating and capital budgets.This policy aims to set guidelines towards ensuring financial viability over both the short- and long-term which includes reserves requirements	In place
BUDGET POLICY	The principles which the municipality will follow in preparing each medium term revenue and expenditure framework budget.	In place
BORROWING POLICY	The policy is to govern the taking up of short-term or long term debt according to the legislative framework.	In place
BLACK LISTING POLICY	This policy shall govern the blacklisting/restricting of defaulters at the following stages: (i) registration on the municipality's database; (ii) during the bidding process, i.e. from the advertisement, until the award; and (iii) after the award of contracts, i.e. during the contract period or roll out	In place
PROVISION FOR DOUBTFULL DEBT AND DEBT WRITE-OFF	To ensure that debtors disclosed in the Annual Financial Statements are stated at amounts that is deemed to be collectable. To ensure that uncollectable debt is written off within guidelines of existing policies and applicable legislation.	In place
UNCLAIMED DEPOSIT POLICY	To provide a framework on how to deal with unknown or unclaimed monies in the municipal bank account. To reduce the liability of the municipality. To provide guidelines to identify unknown monies in the municipal bank account.	In place
RETENTION POLICY	To provide a framework on how to deal with retention monies withheld by the Municipality for capital projects To reduce the liability of the Municipality.	

9.1.14 MUNICIPAL SCOA

The Local Government: Municipal Regulations on a Standard Chart of Accounts (mSCOA), Notice 312 of 2014, Government Gazette No. 37577, have been gazetted by the Minister of Finance on 22 April 2014.

mSCOA stands for “standard chart of accounts” and provides a uniform and standardized financial transaction classification framework. Essentially this means that mSCOA prescribes the method and format that municipalities and their entities should use to record and classify all expenditure (capital and operating), revenue, assets, liabilities, equity, policy outcomes and legislative reporting.

mSCOA contributes to enforcing proper planning and budgeting; supervisory and management checks and balances.

The objective is to have a National Standard for uniform recording and classification of municipal budget and financial information at a transactional level by providing a Standardized Chart of Accounts which is:

- ☐ aligned to budget formats and accounting standards;
- ☐ enable uniform information sets across the whole of government to better inform national policy coordination and reporting, benchmarking and performance measurement.

Govan Mbeki municipality is currently implementing the mSCOA in order to record and classify all expenditure (capital and operating), revenue, assets, liabilities, equity, policy outcomes and legislative reporting.

Transacting is taking place on the new Munsoft Financial System which was adopted by Govan Mbeki Municipal Council.

9.1.14.2 BENEFITS OF SCOA

- ☐ **Transparency** – reporting and comparative analytical purposes
- ☐ **Reporting flexibility** – extraction of information populating various reporting systems
- ☐ **Comparability** – Benchmarking, standards and measures
- ☐ **Consolidation** – meaningful consolidation and extraction at different levels of detail
- ☐ **Single version of the truth** – consistency in financial information disseminated into the public domain

The unique mSCOA segments include Seven (7) Reporting Segments as follow:

THE SEVEN SEGMENTS ARE:	
☐ Project	☐ Regional Indicator
☐ Function	☐ Costing
☐ Item segment: Assets, Liabilities and Net assets; Expenditure; Revenue; Gains and Losses	☐ Municipal Standard Classification – No standardisation
☐ Fund	

9.2 PERFORMANCE MANAGEMENT

Performance Planning ensures that the strategic direction of the Municipality more explicitly informs and aligns the IDP with all planning activities and resource decisions. This is the stage where Key Performance Areas and Key Performance Indicators are designed to address the IDP objectives, national policy and targets are set. Planning for performance simply means developing and reviewing the IDP annually in preparation for continuous implementation.

Municipal performance planning is part of the IDP strategic planning processes. The IDP process and the performance management process are seamlessly integrated. Integrated development planning fulfils the planning phase of performance management. Performance management fulfils the implementation management, monitoring and evaluation of the IDP process.

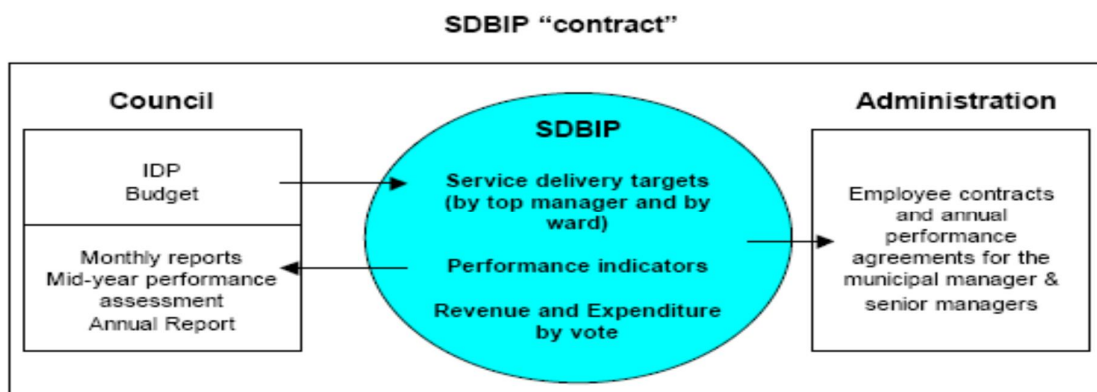
9.2.1 Service Delivery Budget Implementation Plan (SDBIP)

The IDP delivers a number of products that translate to the formulation of the municipal budget, the development of an annual Service Delivery and Budget Implementation Plan(SDBIP) and an organizational performance scorecard for the municipality. In a nutshell, the IDP process should deliver the following products in relation to performance management.

The SDBIP gives effect to the IDP and budget of the municipality. The achievement of the SDBIP will be possible if the IDP and budget are fully aligned with each other, as required. A properly formulated SDBIP will ensure that appropriate information is circulated internally and externally for purposes of monitoring the execution of the budget, performance of senior management and achievement of the strategic objectives set by council.

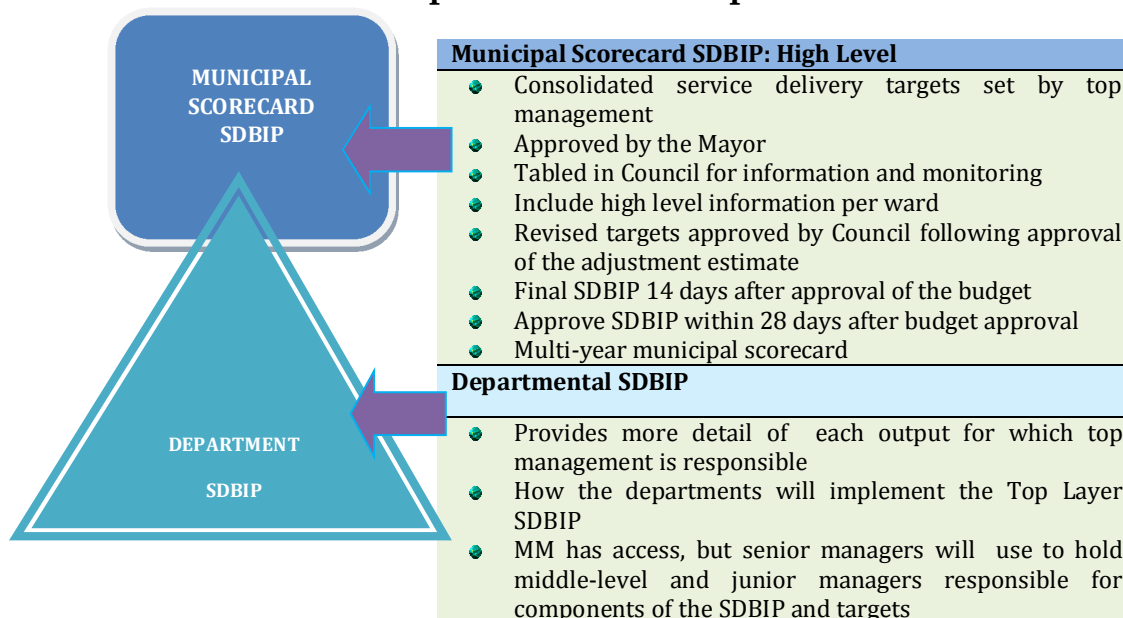
The SDBIP is also a vital monitoring tool for the mayor and council to monitor in-year performance of the municipal manager and for the municipal manager to monitor the performance of all managers in the municipality within the financial year. This enables the mayor and municipal manager to be pro-active and take remedial steps in the event of poor performance.

To ensure that the budget is achieved, the SDBIP serves as a “contract” between the administration, council and community expressing the goals and objectives set by the council as quantifiable outcomes that can be implemented by the administration over the next twelve months. This provides the basis for measuring performance in service delivery against end-of-year targets and the implementation of the budget.



One key function of the SDBIP is that it holds management responsible and accountable to its objectives.

9.2.1.1 The SDBIP Concept: A Practical Perspective



The development of the Service Delivery and Budget Implementation Plans (SDBIPs) is a requirement under the Municipal Finance Management Act (MFMA) and gives effect to the Municipality's Integrated Development Plan (IDP) and annual budget.

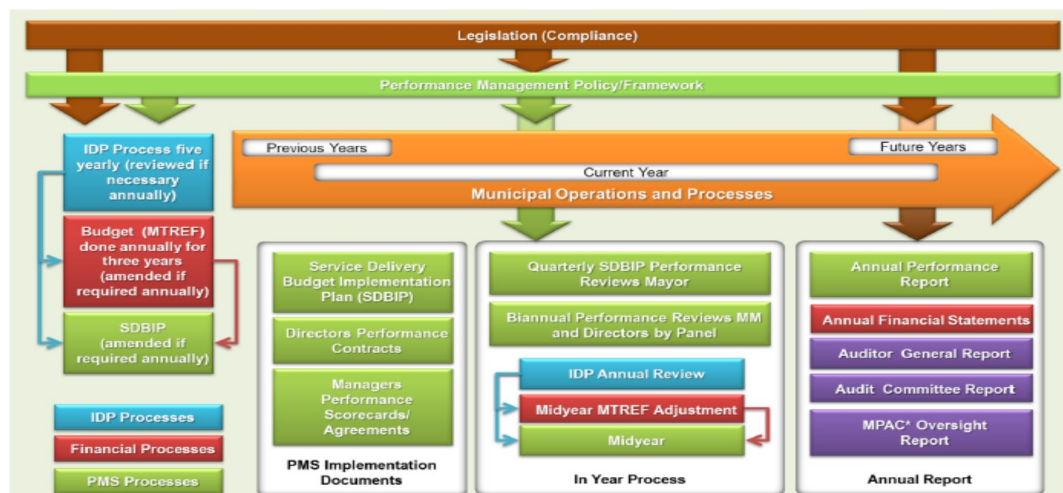
9.2.2 ORGANISATIONAL AND INDIVIDUAL PERFORMANCE MONITORING

The overall performance of the municipality is managed and evaluated by a Municipal scorecard (Top Level SDBIP) at organisational level and through the detailed Departmental Service Delivery Budget Implementation Plan (SDBIP) at Departmental levels through which the organisational performance will be evaluated.

The municipal scorecard is of a high-level nature, as it's dealing with consolidated service delivery targets set by Council and linking such targets to top management. It therefore provides an overall picture of performance for the municipality as a whole, reflecting performance on its strategic priorities and also facilitates the oversight over financial and non-financial performance of the municipality

The departmental SDBIP capture the performance of each defined department which reflects on the strategic priorities of the municipality. The SDBIP provides detail of each outcome for which the senior management is responsible for, in other words a comprehensive picture of the performance of that department/sub-section.

The role and impact of the Performance Management of the Municipality is reflected in the diagram below:



The Performance Management System (PMS) serves as primary mechanism to monitor, review and improve the implementation of the municipal IDP and eventually the budget. As the focus shifts more and more to the and comply with changes to Legislation and Regulations that in many cases follow a singular approach, while neglecting the fact that Municipalities operate within vastly different environments with a varying amount of resources.

The performance of a municipality is integrally linked to that of its staff. It is therefore important to link organisational performance to individual performance and to manage both simultaneously. Despite facing these challenges the Municipality has improved its organisational performance system in the following manner:

- ❑ Implementation of Performance Management System by creating an organisational culture of performance monitoring and evaluation
- ❑ Setting Key Performance Indicators (KPI's) that are Reliable, Well-defined, Verifiable, Cost-effective, Appropriate and Relevant
- ❑ The developing and setting of targets that comply with the SMART principle by being Specific, Measurable, Achievable, Relevant as well as being Time-bound
- ❑ Regular reporting on organisational performance, to aid in the monitoring of performance and to identify instances where corrective actions may be needed
- ❑ On a strategic level the overall performance of the Municipality is managed and evaluated by a municipal scorecard (Top-Level SDBIP) at organisational level
- ❑ Operationally, performance is monitored via the Departmental Service Delivery Budget Implementation Plan (SDBIP) at departmental level

9.2.3 PERFORMANCE REPORTING

Performance Reporting entails regular reporting to management, the performance audit committee, council and the public. Reporting requires that the municipality take its key performance areas, its performance objectives, indicators, targets, measurements and analysis, and present this information in a simple and accessible format. Reporting is imperative to ensure accountability. Performance is reported on a regular basis and it includes the evaluation of performance, the identification of poor performance and corrective actions to improve performance.

LEGISLATIVE REPORTING REQUIREMENTS

The legislative requirements regarding reporting processes are summarised in the following table:

Time frame	MSA/ MFMA Reporting on PMS	Section
Quarterly reporting	The municipal manager collates the information and draft the organisational performance report, which is submitted to Internal Audit. The Internal Auditors (IA) must submit quarterly audited reports to the Municipal Manager and to the Performance Audit Committee The Municipal Manager submits the reports to the Council.	MSA Regulation 14(1)(c)
Bi-annual reporting	The Performance Audit Committee must review the PMS and make recommendations to council The Performance Audit Committee must submit a report at least twice during the year a report to Council The Municipality must report to Council at least twice a year The Accounting officer must by 25 January of each year assess the performance of the municipality and submit a report to the Mayor, National Treasury and the relevant Provincial Treasury.	MSA Regulation 14(4)(a) MSA Regulation 14(4)(a) MSA Regulation 13(2)(a) MFMA S72
Annual reporting	The annual report of a municipality must include the annual performance report and any recommendations of the municipality's audit committee The accounting officer of a municipality must submit the performance report to the Auditor-General for auditing within two months after the end of the financial year to which that report relate The Auditor-General must audit the performance report and submit the report to the accounting officer within three months of receipt of the performance report The Mayor of a municipality must, within seven months after the end of a financial year, table in the municipal council the annual report of the municipality The Auditor-General may submit the performance report and audit report of a municipality directly to the municipal council, the National Treasury, the relevant provincial treasury, the MEC responsible for local government in the province and any prescribed organ of the state Immediately after an annual report is tabled in the council, the accounting officer of the municipality must submit the annual report to the Auditor- General, the relevant provincial treasury and the provincial department responsible for local government in the province. The council of the municipality must consider the annual report by no later than two months from the date on which the annual report was tabled, adopt an oversight report containing council's comments on the annual report The meetings of a municipal council at which an annual report is to be discussed or at which decisions concerning an annual report are to be taken, must be open to the public and any organ of the state The Cabinet member responsible for local government must annually report to Parliament on actions taken by the MECs for local government to address issues raised by the Auditor-General	MFMA S121 (3)(c)(j) & MSA S46 MFMA S126 1(a) MFMA S126 (3)(a)(b) MFMA S127(2) MFMA S127 (4)(a) MFMA S127 (5)(b) MFMA S129 (1) MFMA S130 (1) MFMA S134



9.2.4 DRAFT SDBIP 2020/2021

The SDBIP is one element of the continuous planning, implementation and reporting cycle that aims to achieve Council's Vision and Mission as well as the strategic objectives contained in the Integrated Development Plan (IDP).

Adoption of the Service Delivery and Budget Implementation Plan is a legislative prerequisite that requires the Executive Mayor to approve the SDBIP within 28 days after the final approval of the budget. Herewith as follows the Draft Municipal High-level 2020/2021 indicators and Targets:

GOVAN MBEKI MUNICIPALITY DRAFT MUNICIPAL HIGH LEVEL SCORECARD (TOP LAYER) SDBIP 2020-2021																						
NO	DEPARTMENT	NATIONAL STRATEGY LINK	MUNICIPAL STRATEGY LINK						MUNICIPAL DELIVERY							TARGETS	Target Date	QUARTERLY TARGETS YEAR 2020/2021				Year 5 2021/2022
			Municipal Key Performance Area	Strategic objective(S O)	IDP Indicator	IDP	INDICATORS	Activity (ies), Programme(s), Capital Projects	Evidence (POE)	Wards	Baseline as at 30 June 2019	Annual Budget	Type of	Target Time-Nr	Year 4 2020/2021	Target Qtr 1 September 2020		Target Qtr 2 December 2020	Target Qtr 3 March 2021	Target Qtr 4 June 2021		
KPA 1 : FINANCIAL SUSTAINABILITY																						
1	FINANCE	Municipal Financial Sustainability	KPA 1 : FINANCIAL SUSTAINABILITY	To enhance revenue & secure financial sustainability	Fin.Sustain.	FINS8.1	Percentage (%) of Debtors Payment as per Billing by 30 June 2021	Maintain a 90% Debtors Payment percentage as per Billing	Quarterly Report (Financial Ratios)	All	tbd at year end 78% Debtors payment percentage	Operational Budget Outcome	%	90 % Debtors payment percentage per quarter as per Billing by 30 June 2021	30-Jun-21	90% Debtors payment	90% Debtors payment	90% Debtors payment	90% Debtors payment	90 % Debtors payment percentage per quarter as per Billing		
2	FINANCE	Municipal Financial Sustainability	KPA 1 : FINANCIAL SUSTAINABILITY	To enhance revenue & secure financial sustainability	Fin.Sustain.	FINS8.1	Percentage (%) of Debt book Reduction by 30 June 2021	Debt book reduction by 30%	Monthly and Quarterly Report Revenue enhancement plan	All	tbd at year end 1.98% reduction of debt book	Operational Budget Activity	%	30% reduction of Debt book by 30 June 2021	30-Jun-21	5% reduction	5% reduction	10% reduction	10% reduction	30% reduction of debt book		

GOVAN MBEKI MUNICIPALITY
DRAFT MUNICIPAL HIGH LEVEL SCORECARD (TOP LAYER) SDBIP 2020-2021

NO	DEPARTMENT	NATIONAL STRATEGY LINK	MUNICIPAL DELIVERY									TARGETS	Target Date	QUARTERLY TARGETS YEAR 2020/2021				Year 5 2021/2022
			INDICATORS	Activity (ies), Programme(s), Capital Projects	Evidence (POE)	Wards	Baseline as at 30 June 2019	Annual Budget	Type of Outcome	Target Timeframe	Year 4 2020/2021			Target Qtr 1 September 2020	Target Qtr 2 December 2020	Target Qtr 3 March 2021	Target Qtr 4 June 2021	
3	FINANCE	Municipal Financial Viability and Sustainability KPA 1 : FINANCIAL SUSTAINABILITY	To enhance revenue & secure financial sustainability	Fin.Sustain.	FINS8.1	Percentage (%) Of Operating Service Debtors to Revenue: (Total outstanding services debtors/ Annual service Revenue received for services x 100) by 30 June 2021	Financial Viability measured in terms of OS Service Debtors to Revenue	Quarterly Report (Financial Ratios)	All	tbd at year end 92% of outstanding service debtors to revenue	Operational Budget	95% of outstanding service debtors to revenue by 30 June 2021	30-Jun-21	70% of outstanding service debtors to revenue	75% of outstanding service debtors to revenue	85% of outstanding service debtors to revenue	95% of outstanding service debtors to revenue	95% of outstanding service debtors to revenue
4	FINANCE	Municipal Financial Viability and Sustainability KPA 1 : FINANCIAL SUSTAINABILITY	To enhance revenue & secure financial sustainability	Fin.Sustain.	FINS8.1	Percentage (%) Of Debt coverage ratio (Total revenue received - Total grants)/debt service payments due within the year x 100)by 30 June 2021	Financial Viability measured in terms of debt coverage ratio	Quarterly Report (Financial Ratios)	All	tbd at year end 324% Debt coverage calculated as per the ratio determined	Operational Budget	> 100% Debt coverage calculated as per the ratio determined by 30 June 2021	30-Jun-21	> 100% Debt coverage calculated as per the ratio determined	> 100% Debt coverage calculated as per the ratio determined	> 100% Debt coverage calculated as per the ratio determined	> 100% Debt coverage calculated as per the ratio determined	> 100% Debt coverage calculated as per the ratio determined
5	FINANCE	Municipal Financial Viability and Sustainability KPA 1 : FINANCIAL SUSTAINABILITY	To enhance revenue & secure financial sustainability	Fin.Sustain.	FINS8.1	Cost coverage ratio (Available cash at particular time + investments)/ Monthly fixed operating	Financial Viability measured in terms of Cost coverage ratio	Quarterly Report (Financial Ratios)	All	tbd at year end 0.0% Cost coverage ratio/ 0.1 month per	Operational Budget	1-3 month per quarter of cost coverage ratio calculatedby 30 June 2021	30-Jun-21	1 month of cost coverage ratio calculated	1 month of cost coverage ratio calculated	2 months of cost coverage ratio calculated	3 months of cost coverage ratio	1-3 month per quarter of cost coverage ratio calculated



To be a Model City and Centre of Excellence

3rd IDP Review 2020/2021

GOVAN MBEKI MUNICIPALITY
DRAFT MUNICIPAL HIGH LEVEL SCORECARD (TOP LAYER) SDBIP 2020-2021

NO	DEPARTMENT	NATIONAL STRATEGY LINK	MUNICIPAL DELIVERY										TARGETS	Target Date	QUARTERLY TARGETS YEAR 2020/2021				Year 5 2021/2022		
			Municipal Key Performance Area	Strategic objective(S O)	IDP Indicator	IDP	INDICATORS	Activity (ies), Programme(s), Capital Projects	Evidence (POE)	Wards	Baseline as at 30 June 2019	Annual Budget			Type of	Target Time	Year 4 2020/2021	Target Qtr 1 September 2020		Target Qtr 2 December 2020	Target Qtr 3 March 2021
							expenditure x 100)by 30 June 2021			quarter of cost coverage ratio calculated								calculated			
6	OFFICE OF THE MUNICIPAL MANAGER	Municipal Financial Viability and Sustainability	KPA 1 : FINANCIAL SUSTAINABILITY	To enhance revenue & secure financial sustainability	Fin.Sustain.	FIN\$8.1	Percentage (%)of the Municipality's capital budget spent on capital projects identified in the IDP, measured as Total Actual Capital Expenditure/Approved Capital Budget x 100 (All Funding excl. MIG)by 30 June 2021	CAPEX:The percentage of a municipality's capital budget spent on capital projects identified in the IDP for the 2019/2021 financial year	List of capital projects and report on spending capital budget on capital projects identified	All	tbd at year end 35% of capital budget spent	Operational Budget	Output	%	100% of capital budget spent by 30 June 2021	30-Jun-21	5% Capital spending	15% Capital spending	75% Capital spending	100% Capital spending	100% of capital budget spent

GOVAN MBEKI MUNICIPALITY
DRAFT MUNICIPAL HIGH LEVEL SCORECARD (TOP LAYER) SDBIP 2020-2021

NO	DEPARTMENT	NATIONAL STRATEGY LINK	MUNICIPAL DELIVERY										TARGETS	Target Date	QUARTERLY TARGETS YEAR 2020/2021				Year 5 2021/2022		
			INDICATORS	Activity (ies), Programme(s), Capital Projects	Evidence (POE)	Wards	Baseline as at 30 June 2019	Annual Budget	Type of	Target Type	Year 4 2020/2021	Target Qtr 1 September 2020			Target Qtr 2 December 2020	Target Qtr 3 March 2021	Target Qtr 4 June 2021				
7	OFFICE OF THE MUNICIPAL MANAGER	Municipal Financial Viability and	KPA 1 : FINANCIAL SUSTAINABILITY	To enhance revenue & secure financial sustainability	Fin.Sustain.	FINS8.1	Percentage (%) of approved capital budget spend (MIG by 30 June 2021)	CAPEX:The percentage of a municipality's capital budget spent on capital projects identified in the IDP for the 2019/2021 financial year in terms of MIG Funds	Report and proof of MIG funding spent	All	tbd at year end 98% of spending on MIG	Operational Budget	Output	%	100% of spending on MIG by 30 June 2021	30-Jun-21	20% MIG spending	40% MIG spending	80% MIG spending	100% MIG spending	100% of spending on MIG
8	FINANCE	Municipal Financial Viability and	KPA 1 : FINANCIAL SUSTAINABILITY	To enhance revenue & secure financial sustainability	Fin.Sustain.	FINS8.1	Percentage (%) of operational budget spent on repairs and maintenance by 30 June 2021	Provision for repairs and maintenance	Proof spending on maintenance / reports	All	tbd at year end 73% of Repairs and maintenance budget spent	Operational Budget	Outcome	%	100% of Repairs and maintenance budget spent by 30 June 2021	30-Jun-21	5% of Repairs and maintenance budget spent	35% of Repairs and maintenance budget spent	70% of Repairs and maintenance budget spent	100% of Repairs and maintenance budget spent	100% of Repairs and maintenance budget spent

GOVAN MBEKI MUNICIPALITY
DRAFT MUNICIPAL HIGH LEVEL SCORECARD (TOP LAYER) SDBIP 2020-2021

NO	DEPARTMENT	NATIONAL STRATEGY LINK	MUNICIPAL DELIVERY										TARGETS	Target Date	QUARTERLY TARGETS YEAR 2020/2021				Year 5 2021/2022		
			INDICATORS	Activity (ies), Programme(s), Capital Projects	Evidence (POE)	Wards	Baseline as at 30 June 2019	Annual Budget	Type of	Target Time	Year 4 2020/2021	Target Qtr 1 September 2020			Target Qtr 2 December 2020	Target Qtr 3 March 2021	Target Qtr 4 June 2021				
9	FINANCE	Municipal Financial Viability	KPA 1 : FINANCIAL SUSTAINABILITY	To enhance revenue & secure financial sustainability	Fin.Sustain.	FINS8.1	Approval of Budget (FY2021/2021) by 31 May 2021	Submit the Final compiled MTREF budget by the end of May 2021 to council for approval	Council resolution/ 1 X Approved draft Budget and 1x Approved budget per annum	All	1 X Approved Budget per annum	Operational Budget	Output	#	1X Approved Budget 2021/2022 by 31 May 2021	31-May-21	n/a	n/a	1 Xdraft Budget 2021/2021 approved by council per annum	1X Budget 2021/2021 approved by Council	1 X Annual Compilation and Approval of Budget
10	FINANCE	Municipal Financial Viability	KPA 1 : FINANCIAL SUSTAINABILITY	To enhance revenue & secure financial sustainability			Number of physical verifications for movable assets conducted by 30 June 2021	Physical verifications for Movable Assets Conducted Quarterly	Quarterly Physical Verification on Plan and Performance report	All	new	Operational Budget	Activity	#	4X Physical verifications for movable assets conducted by 30 June 2021	30-Jun-21	1x Physical verification for movable assets conducted	1x Physical verification for movable assets conducted	1x Physical verification for movable assets conducted	1x Physical verification for movable assets conducted	1x Physical verification for movable assets conducted
11	FINANCE	Municipal Financial	KPA 1 : FINANCIAL SUSTAINABILITY	To enhance revenue & secure financial sustainability			Annual procurement plans approved by Council 30 June 2021	Signed Annual procurement plan as approved by Council	Annual procurement plan / Council Approval	All	new	Operational Budget	Activity	#	1X Annual procurement plan approved by Council by 30 June 2021	30-Jun-21	n/a	n/a	n/a	1X Annual procurement plan approved	1X Annual procurement plan

KPA 2: SUSTAINABLE PHYSICAL INFRASTRUCTURE AND IMPROVE CUSTOMER CARE SERVICES

GOVAN MBEKI MUNICIPALITY
DRAFT MUNICIPAL HIGH LEVEL SCORECARD (TOP LAYER) SDBIP 2020-2021

NO	DEPARTMENT	NATIONAL STRATEGY LINK	MUNICIPAL DELIVERY									TARGETS	Target Date	QUARTERLY TARGETS YEAR 2020/2021				Year 5 2021/2022			
			INDICATORS	Activity (ies), Programme(s), Capital Projects	Evidence (POE)	Wards	Baseline as at 30 June 2019	Annual Budget	Type of	Target Type, Nr	Year 4 2020/2021			Target Qtr 1 September 2020	Target Qtr 2 December 2020	Target Qtr 3 March 2021	Target Qtr 4 June 2021				
12	TECHNICAL SERVICES	Basic Service Delivery	KPA 2: SUSTAINABLE PHYSICAL INFRASTRUCTURE AND IMPROVE CUSTOMER CARE	To provide sustainable services, optimise operations and improve customer care	Physic. Infra.&Energy. Effic.	PI&EE2.1	Percentage % compliance to Quality of effluent water (green) measured annually by 30 June 2021	Quality of effluent comply 90% with general limit in terms of the Water Act (Act 36 of 1998)	Report form IRIS system by DWS	All	tbd at year end 50.2% Compliance to Quality of effluent water	Operational Budget	Outcome	%	90 % compliance to Quality of effluent water measured annually by 30 June 2021	30-Jun-21	n/a	n/a	n/a	90 % compliance to Quality of effluent water	90 % compliance to Quality of effluent water
13	TECHNICAL SERVICES	Basic Service Delivery	KPA 2: SUSTAINABLE PHYSICAL INFRASTRUCTURE AND IMPROVE CUSTOMER CARE SERVICES	To provide sustainable services, optimise operations and improve customer care	Physic. Infra.&Energy. Effic.	PI&EE2.1	Percentage % compliance with SANS 241 easured annually by 30 June 2021	Quality of potable water comply 99% with SANS 241	Report form IRIS system by DWS	All	tbd at year end 98.9 % water comply with SANS 241	Operational Budget	Outcome	%	99% water compliance with SANS 241 measured annually by 30 June 2021	30-Jun-21	n/a	n/a	n/a	99% water compliance with SANS 241	99% water compliance with SANS 241

GOVAN MBEKI MUNICIPALITY
DRAFT MUNICIPAL HIGH LEVEL SCORECARD (TOP LAYER) SDBIP 2020-2021

NO	DEPARTMENT	NATIONAL STRATEGY LINK	MUNICIPAL DELIVERY										TARGETS	Target Date	QUARTERLY TARGETS YEAR 2020/2021				Year 5 2021/2022		
			INDICATORS	Activity (ies), Programme(s), Capital Projects	Evidence (POE)	Wards	Baseline as at 30 June 2019	Annual Budget	Type of	Target Type, Nr	Year 4 2020/2021	Target Qtr 1 September 2020			Target Qtr 2 December 2020	Target Qtr 3 March 2021	Target Qtr 4 June 2021				
14	TECHNICAL SERVICES	Basic Service Delivery	KPA 2: SUSTAINABLE PHYSICAL INFRASTRUCTURE AND IMPROVE CUSTOMER CARE SERVICES	To provide sustainable services, optimise operations and improve customer care	Physic. Infra. & Energy. Effic.	PI&EE2.1	Percentage (%) of energy losses calculated BI-Annually as it represents the difference between "net sales" (the volume of electricity sold for the period) and "consumption" (the volume of electricity legitimately consumed in accordance to the invoice received from Eskom by 30 June 2021)	Monitoring and Implementing measures to reduce Energy Losses based on Financial figures	Invoices from Eskom and Financial year Energy Balance Report	All	tbd at year end 49.7 of Energy losses recorded as at 30 June 2017	Operational Budget	Outcome	%	20% of Energy losses calculated BI-Annually as it represents the difference between "net sales" (the volume of electricity sold for the period) and "consumption" (the volume of electricity legitimately consumed in accordance to the invoice received from Eskom by 30 June 2021)	30-Jun-19	n/a	20% of energy losses calculated	n/a	20% of energy losses calculated	20% of energy losses calculated

GOVAN MBEDI MUNICIPALITY
DRAFT MUNICIPAL HIGH LEVEL SCORECARD (TOP LAYER) SDBIP 2020-2021

NO	DEPARTMENT	NATIONAL STRATEGY LINK	MUNICIPAL DELIVERY										TARGETS	Target Date	QUARTERLY TARGETS YEAR 2020/2021				Year 5 2021/2022		
			INDICATORS	Activity (ies), Programme(s), Capital Projects	Evidence (POE)	Wards	Baseline as at 30 June 2019	Annual Budget	Type of	Target Type, Nr	Year 4 2020/2021	Target Qtr 1 September 2020			Target Qtr 2 December 2020	Target Qtr 3 March 2021	Target Qtr 4 June 2021				
15	TECHNICAL SERVICES	Basic Service Delivery	KPA 2: SUSTAINABLE PHYSICAL INFRASTRUCTURE AND IMPROVE CUSTOMER CARE SERVICES	To provide sustainable services, optimise operations and improve customer care	Physic. Infra.&Energy. Effic.	PI&EE2.1	Percentage (%) Water losses calculated BI-Annually as (KL Purchased -KL Supplied / KL Purchased)x 100 by 30 June 2021	Monitoring and Implementing measures to reduce water losses based on financial figures	Invoices from Rand Water and Financial year Water Balance Report	All	tbd at year end 27% of Water losses recorded as at 30 June 2017	Operational Budget	Outcome	%	20% of Water losses calculated BI-Annually as: (KL Purchased - KL Supplied / KL Purchased)x 100 by 30 June 2021	30-Jun-21	n/a	20% Water losses calculated	n/a	20% Water losses calculated	20% Water losses calculated
16	COMMUNITY SERVICES	Basic Service Delivery	KPA 2: SUSTAINABLE PHYSICAL INFRASTRUCTURE AND IMPROVE CUSTOMER CARE SERVICES	To provide sustainable services, optimise operations and improve customer care	Physic. Infra.&Energy. Effic.	PI&EE2.1	Number of residential account holders receiving a weekly refuse removal and solid waste disposal services (quarterly by 30 June 2021	Provision of refuse removal and solid waste disposal to all residential account holders on a weekly basis	Billing System generated reports by the Finance Department	All	tbd at year end 60100 X households provided with refuse removal services	Operational Budget	Outcome	#	60100 x residential account holders receiving a weekly refuse removal services quarterly by 30 June 2021	30-Jun-21	60100 x residential account holder receiving a weekly refuse removal services	60100 x residential account holder receiving a weekly refuse removal services	60100 x residential account holder receiving a weekly refuse removal services	60100 x residential account holder receiving a weekly refuse removal services	60100 x Households for which refuse is removed at least once a week
17	TECHNICAL SERVICES	Basic Service Delivery	KPA 2: SUSTAINABLE PHYSICAL INFRASTRUCTURE	To provide sustainable services, optimise operations and improve	Physic. Infra.&Energy. Effic.	PI&EE2.1	Kilometres (KMs) of Roads rehabilitated by 30 June 2021	Roads rehabilitation	Signed Monthly Report/ Photos	All	tbd at year end 3.16 km of roads rehabilitated	Operational Budget	Output	#	6 km of Roads rehabilitated by 30 June 2021	30-Jun-21	Finalisation of Procurement Process	2 Kilometres (KMs) of Roads rehabilitated	2 Kilometres (KMs) of Roads rehabilitated	2 Kilometres (KMs) of Roads	6 km of Roads rehabilitated



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NO	DEPARTMENT	NATIONAL STRATEGY LINK	MUNICIPAL DELIVERY									TARGETS	Target Date	QUARTERLY TARGETS YEAR 2020/2021				Year 5 2021/2022			
			Municipal Key Performance Area	Strategic objective(S O)	IDP Initiative	IDP	INDICATORS	Activity (ies), Programme(s), Capital Projects	Evidence (POE)	Wards	Baseline as at 30 June 2019			Annual Budget	Type of	Target Tone/Ar	Year 4 2020/2021		Target Qtr 1 September 2020	Target Qtr 2 December 2020	Target Qtr 3 March 2021
				customer care															rehabilitated		
18	TECHNICAL SERVICES	Basic Service Delivery	KPA 2: SUSTAINABLE PHYSICAL INFRASTRUCTURE AND IMPROVE CUSTOMER CARE	To provide sustainable services, optimise operations and improve customer care	Physic.Infra.&Energy. Effic.	PI&EE2.1	Square metres (m2) of tarred roads repaired and maintained by 30 June 2021	Tarred roads repaired and maintained	Signed Monthly Report/ Photos	All	tbd at year end 3000sqm of roads maintained	Operational Budget	Output	#	6000m2 of tarred roads repaired and maintained by 30 June 2021	30-Jun-21	1500m2 of tarred roads repaired and maintained	1500m2 of tarred roads repaired and maintained	1500m2 of tarred roads repaired and maintained	1500 m2 of tarred roads repaired and maintained	4500m2 of tarred roads repaired and maintained
19	TECHNICAL SERVICES	Basic Service Delivery	KPA 2: SUSTAINABLE PHYSICAL INFRASTRUCTURE AND IMPROVE CUSTOMER CARE SERVICES	To provide sustainable services, optimise operations and improve customer care	Physic.Infra.&Energy. Effic.	PI&EE2.1	Kilometres (KMs) of Gravel Roads maintained 30 June 2021	Gravel Road maintenance	Signed Monthly Report/ Photos	All	tbd at year end 192.49km of gravel roads maintained	Operational Budget	Output	#	300 Kilometres(Kms) of Gravel Roads maintained by 30 June 2021	30-Jun-21	60Kilometres(Kms) of Gravel Roads maintained	90 Kilometres(Kms) of Gravel Roads maintained	90 Kilometres(Kms) of Gravel Roads maintained	60 Kilometres(Kms) of Gravel Roads maintained	300 km Gravel Roads Maintained

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NO	DEPARTMENT	NATIONAL STRATEGY LINK	MUNICIPAL DELIVERY										TARGETS	Target Date	QUARTERLY TARGETS YEAR 2020/2021				Year 5 2021/2022
			INDICATORS	Activity (ies), Programme(s), Capital Projects	Evidence (POE)	Wards	Baseline as at 30 June 2019	Annual Budget	Type of Activity	Target Type, Nr	Year 4 2020/2021	Target Qtr 1 September 2020			Target Qtr 2 December 2020	Target Qtr 3 March 2021	Target Qtr 4 June 2021		
20	PLANNING AND DEVELOPMENT	Basic Service Delivery	KPA 2: SUSTAINABLE PHYSICAL INFRASTRUCTURE AND IMPROVE CUSTOMER CARE SERVICES	To provide sustainable services, optimise operations and improve customer care	Physic.Infra.&Energy. Effic.	PI&EE2.1	Percentage (%) of land development applications (land use management and spatial planning) finalised within 3 month	Finalisation of Land development applications as per the SPLUM By-law and Land Use Scheme	Land Development application Register , Buss App reports	All	tbd at year end 88.08 % of land development applications (land use management and spatial planning) finalised within 3 months	Operational Budget	%	100% of land development applications (land use management and spatial planning) finalised within 3 months by 30 June 2021	30-Jun-21	100% finalisation of land development applications in terms of the set service standards	100% finalisation of land development applications in terms of the set service standards	100% finalisation of land development applications in terms of the set service standards	100% finalisation of land development applications in terms of the set service standards
21	PLANNING AND DEVELOPMENT	Basic Service Delivery	KPA 2: SUSTAINABLE PHYSICAL INFRASTRUCTURE AND IMPROVE CUSTOMER CARE SERVICES	To provide sustainable services, optimise operations and improve customer care	Physic.Infra.&Energy. Effic.	PI&EE2.1	Percentage (%) of Building Plans finalised within 30 days for Residential submissions and 60 days for Business submissions	Evaluate building plans received in line with the approved service standards i.e. 30 days for residential submissions and 60 days for business submissions.	Buss App reports	All	tbd at year end 85 % finalisation of Building Plan Applications in terms of the set service standards	Operational Budget	%	100% Finalisation of Building Plan Applications in terms of the set service standards by 30 June 2021	30-Jun-21	100% Finalisation of Building Plan Applications in terms of the set service standards quarterly	100% Finalisation of Building Plan Applications in terms of the set service standards quarterly	100% Finalisation of Building Plan Applications in terms of the set service standards quarterly	100% Finalisation of Building Plan Applications in terms of the set service standards



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NO	DEPARTMENT	NATIONAL STRATEGY LINK	MUNICIPAL DELIVERY									TARGETS		Target Date	QUARTERLY TARGETS YEAR 2020/2021				Year 5 2021/2022		
			Municipal Key Performance Area	Strategic objective(S O)	IDP Indicator	IDP	INDICATORS	Activity (ies), Programme(s), Capital Projects	Evidence (POE)	Wards	Baseline as at 30 June 2019	Annual Budget	Type of Outcome		Target Time/Nr	Year 4 2020/2021	Target Qtr 1 September 2020	Target Qtr 2 December 2020		Target Qtr 3 March 2021	Target Qtr 4 June 2021
																			quarterly		
22	FINANCE	Basic Service Delivery	KPA 2: SUSTAINABLE PHYSICAL INFRASTRUCTURE AND IMPROVE CUSTOMER CARE SERVICES	To provide sustainable services, optimise operations and improve customer care	Physic.Infra.&Energy. Effic.	PI&EE2.1	Number of indigent households provided with access to basic services 30 June 2021	Supply free basic services to Indigent households	Indigent Register	All	tbd at year end 12957 X Indigents household supply with free basic services	Operational Budget	Outcome	#	15000 Indigents household supply with free basic services quarterly 30 June 2021	30-Jun-21	15 000 Indigents household supply with free basic services	15 000 Indigents household supply with free basic services	15 000 Indigents household supply with free basic services	15 000 Indigents household supply with free basic services	15 000 Indigents household supply with free basic services
23	TECHNICAL SERVICES	Basic Service Delivery	KPA 2: SUSTAINABLE PHYSICAL INFRASTRUCTURE AND IMPROVE	To provide sustainable services, optimise operations and improve customer care	Physic.Infra.&Energy. Effic.	PI&EE2.1	Percentage completion replacement of AC pipes in Emzinoni by 30 June 2021	Replacement of AC pipes in Emzinoni	Monthly Report/ Completion certificates	All	new	5362850	Outcome	%	100 % Completion Replacement of AC pipes in Emzinoni by 30 June 2021	30-Jun-21	Finalisation of Procurement Process	20% Completion of the project	70% Completion of the project	100% Completion of the project	100 % of MIG Funding spent
24	TECHNICAL SERVICES	Basic Service Delivery	KPA 2: SUSTAINABLE PHYSICAL INFRASTRUCTURE	To provide sustainable services, optimise operations and improve customer care	Physic.Infra.&Energy. Effic.	PI&EE2.1	Number of High Mast Lights and Street Lights installed by 31 March 2021	Installation of High Mast Lights and Street Lights	Monthly Reports on High Mast Lights and Street Lights	All	new	7000000	Outcome	#	10XHigh Mast lights and 70 x Street Lights installed by 31 March 2021	31-Mar-21	Finalisation of Procurement Process	5 XHigh Mast Lights 35 x Street Lights installed	5 XHigh Mast Lights 35 x Street Lights installed	n/a	10XHigh Mast Lights and 70 x Street Lights installed

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NO	DEPARTMENT	NATIONAL STRATEGY LINK	MUNICIPAL DELIVERY										TARGETS	Target Date	QUARTERLY TARGETS YEAR 2020/2021				Year 5 2021/2022		
			INDICATORS	Activity (ies), Programme(s), Capital Projects	Evidence (POE)	Wards	Baseline as at 30 June 2019	Annual Budget	Type of	Target Type, Nr	Year 4 2020/2021	Target Qtr 1 September 2020			Target Qtr 2 December 2020	Target Qtr 3 March 2021	Target Qtr 4 June 2021				
25	TECHNICAL SERVICES	Basic Service Delivery	KPA 2: SUSTAINABLE PHYSICAL INFRASTRUCTURE AND IMPROVE CUSTOMER CARE	To provide sustainable services, optimise operations and improve customer care	Physic. Infra. & Energy. Effec.	PI&EE2.1	New electricity 20MVA substation in Embalenhle by 31 March 2021	New electricity 20MVA substation in Embalenhle	Monthly Reports on New electricity 40MVA substation in Embalenhle	All	new	16000000	Outcome	#	New electricity 20MVA substation in Embalenhle	31-Mar-21	Finalisation of Procurement Process	20% Completion of the project	70% Completion of the project	100% Completion of the project	100 % of MIG Funding spent
KPA 3: ECONOMIC GROWTH AND DEVELOPMENT																					
26	COMMUNITY SERVICES	Local Economic Development	KPA 3: ECONOMIC GROWTH AND DEVELOPMENT	To facilitate and create an enabling environment for diversified local economic development, social cohesion and job creation	Econ. Grow. & Devel.	EE&DEV4.1	Number of job opportunities to be created through EPWP by 30 June 2021	Recruitment and appointment of beneficiaries through EPWP	Appointment letters/ Reports	All	tbd at year end 125 X Temporary jobs created	1500000	Outcome	#	500 x Job opportunities to be created through EPWP by 30 June 2021	30-Jun-21	n/a	n/a	n/a	500x Job opportunities to be created through EPWP by 30 June 2021	500x job opportunities to be created
KPA 4: INSTITUTIONAL TRANSFORMATION																					
27	OFFICE OF THE MUNICIPAL MANAGER	Municipal Institutional Transformation	KPA 4: INSTITUTIONAL TRANSFORMATION	To enhance the capacity of human capital and deliver institutional transformation	Inst. Transform.	INST7.1	Percentage (%) Compliance to employment equity targets in the three highest levels of management	Appointments made in line with Employment Equity targets	Employment Equity report /Employment Equity Plan and	All	tbd at year end 100% Non-Compliance to Employment	Operational Budget	Outcome	%	100 (%) Compliance to employment equity targets in the three highest levels of management	30-Jun-21	100 % Compliance to employment equity targets	100 % Compliance to employment equity targets	100 % Compliance to employment equity targets	100 % Compliance to employment equity	100 % Compliance to employment equity targets



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NO	DEPARTMENT	NATIONAL STRATEGY LINK	MUNICIPAL DELIVERY									TARGETS		Target Date	QUARTERLY TARGETS YEAR 2020/2021				Year 5 2021/2022		
			INDICATORS	Activity (ies), Programme(s), Capital Projects	Evidence (POE)	Wards	Baseline as at 30 June 2019	Annual Budget	Type of Output	Target Time	Year 4 2020/2021	Target Qtr 1 September 2020	Target Qtr 2 December 2020		Target Qtr 3 March 2021	Target Qtr 4 June 2021					
							by 30 June 2021		Workforce Profile		ent Equity targets				by 30 June 2021					target s	
28	CORPORATE SERVICES	Municipal Transformation and Organisational Development	KPA 4: INSTITUTIONAL TRANSFORMATION	To enhance the capacity of human capital and deliver institutional transformation	INST7.1	INST7.1	Submission of Workplace Skills Plan to LGSETA by 30 April 2021	WSP submitted annually to LGSETA by 30 April	WSP Acknowledgement Report	All	1 x Workplace Skills Plan	Operational Budget	Output	%	1 x Workplace Skills Plan submitted to LGSETA by 30 April 2021	30-Apr-21	n/a	n/a	n/a	1 x Workplace Skills Plan submitted to LGSETA	1x Workplace skills plan submitted to LGSETA
29	CORPORATE SERVICES	Municipal Transformation and Organisational Development	KPA 4: INSTITUTIONAL TRANSFORMATION	To enhance the capacity of human capital and deliver institutional transformation	INST7.1	INST7.1	Percentage (%) of allocated budget spent on the implementation of the Workplace Skills Plan by 30 June 2021	Monitor of training interventions / training budget as per the Workplace skills plan WSP	Financial and Training reports	All	100% of allocated budget spent on WSP	Operational Budget	Output	%	100% of allocated budget spent on the implementation of the Workplace Skills Plan by 30 June 2021	30-Jun-21	Procurement	25% of allocated budget spent on the implementation of the Workplace Skill	75% of allocated budget spent on the implementation of the Workplace Skill	100% of allocated budget spent on the implementation of the Workplace Skill	100% of allocated budget spent on the implementation of the Workplace Skills Plan
30	CORPORATE SERVICES	Municipal Transformation and Organisational Development	KPA 4: INSTITUTIONAL TRANSFORMATION	To enhance the capacity of human capital and deliver	INST7.1	INST7.1	Review the organisational structure and submit to Council for	Submit reviewed Organisational Structure to	Council Resolution / Approved	All	new	Operational Budget	Output	%	1x Reviewed organisational structure to Council for approval by	31-Mar-21	n/a	n/a	n/a	1x Reviewed organisation	1x Review of The Municipal Structure



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NO	DEPARTMENT	NATIONAL STRATEGY LINK	MUNICIPAL DELIVERY										TARGETS	Target Date	QUARTERLY TARGETS YEAR 2020/2021				Year 5 2021/2022		
			INDICATORS	Activity (ies), Programme(s), Capital Projects	Evidence (POE)	Wards	Baseline as at 30 June 2019	Annual Budget	Type of	Target Time	Year 4 2020/2021	Target Qtr 1 September 2020			Target Qtr 2 December 2020	Target Qtr 3 March 2021	Target Qtr 4 June 2021				
				institutional transformation			approval by 31 March 2021	Council for approval	Municipal Structure					31 March 2021					al structure		
KPA 5: SPATIAL INTEGRATION AND SAFE PROTECTED ENVIRONMENT																					
31	COMMUNITY SERVICES	Basic Service Delivery	KPA 5: SPATIAL INTEGRATION AND SAFE PROTECTED ENVIRONMENT	To develop spatially integrated, safe communities and a protected environment	Safety&Env.	S&ENV5.1	Review the Disaster Management Plan and submit to Council for approval by 31 May 2021	Disaster Management Plan reviewed	Reviewed Disaster Management Plan and Council resolution	All	new	Operational Budget	Output	%	1x Reviewed Disaster Management Plan to Council for approval by 31 May 2021	31-May-21	n/a	n/a	n/a	1XReviewed Disaster Management Plan	1XReviewed Disaster Management Plan
32	COMMUNITY SERVICES	Basic Service Delivery	KPA 5: SPATIAL INTEGRATION AND SAFE PROTECTED ENVIRONMENT	To develop spatially integrated, safe communities and a protected environment	Safety&Env.	S&ENV5.1	Percentage (%) of fire fighting response attended to in compliance to Service Standards response time by 30 June 2021	Attend to fire fighting response in compliance to Service Standards response time	Quarterly report on response to fire fighting response	All	tbd at year end 83%Adherence to fire fighting response	Operational Budget	Outcome	%	75% Adherence to fire fighting response on a Quarterly basis by 30 June 2021	30-Jun-21	75% Adherence to fire fighting response	75% Adherence to fire fighting response	75% Adherence to fire fighting response	75% Adherence to fire fighting response	75% Adherence to fire fighting response
KPA 6: GOVERNANCE AND STAKEHOLDER PARTICIPATION																					

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NO	DEPARTMENT	NATIONAL STRATEGY LINK	MUNICIPAL DELIVERY									TARGETS	Target Date	QUARTERLY TARGETS YEAR 2020/2021				Year 5 2021/2022			
			INDICATORS	Activity (ies), Programme(s), Capital Projects	Evidence (POE)	Wards	Baseline as at 30 June 2019	Annual Budget	Type of	Target Tone-Ar	Year 4 2020/2021			Target Qtr 1 September 2020	Target Qtr 2 December 2020	Target Qtr 3 March 2021	Target Qtr 4 June 2021				
33	FINANCE	Municipal Financial	KPA 6: GOVERNANCE AND STAKEHOLDER PARTICIPATION	To ensure good governance and the participation of stakeholders	Govern. & Stake.Part.	GOV&SP1.1	Unqualified audit opinion on AFS by 30 November 2019	Prepared AFS for submission to the Auditor General annuakly by August	Auditor General Report 2017/2018	All	1 x Disclaimer Opinion for FY 2017-2018 obtained	Operational Budget	Outcome	#	1x Unqualified AFS Opinion for FY 2018/2019 by 30 November 2019	30-Nov-19	n/a	1x Unqualified AFS Opinion 2018/2019	n/a	n/a	1x Unqualified AFS Opinion
34	OFFICE OF THE MUNICIPAL MANAGER	Good Governance and Public	KPA 6: GOVERNANCE AND STAKEHOLDER PARTICIPATION	To ensure good governance and the participation of stakeholders	Govern. & Stake.Part.	GOV&SP1.1	Percentage (%) of council resolutions implemented by 30 June 2021	Implementati on of Council resolutions by Departments	Council resolutio n register and supportin g documents	All	tbd at year end 83 % of council resolutions implemented in the specified timeframes	Operational Budget	Outcome	%	100% of council resolutions implemented in the specified timeframes by 30 June 2021	30-Jun-21	100% of council resolutions implemented	100% of council resolutions implemented	100% of council resolutions implemented	100% of council resolutions implemented	100% of council resolutions implemented in the specified timeframes
35	FINANCE	Good Governance and Public	KPA 6: GOVERNANCE AND STAKEHOLDER PARTICIPATION	To ensure good governance and the participation of stakeholders	Govern. & Stake.Part.	GOV&SP1.1	Review and updating of the Indigent register by 30 June 2021	Annual review and update of the Indigent Register (FY2021/2021)	Updated Reviewed Indigent Register and Council resolution	All	1X Indigent register updated	Operational Budget	Activity	#	1x Indigent register reviewed and updated by 30 June 2021	30-Jun-21	n/a	n/a	n/a	1x Indigent register reviewed and updated	1x Indigent register reviewed and updated

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NO	DEPARTMENT	NATIONAL STRATEGY LINK	MUNICIPAL DELIVERY									TARGETS	Target Date	QUARTERLY TARGETS YEAR 2020/2021				Year 5 2021/2022			
			INDICATORS	Activity (ies), Programme(s), Capital Projects	Evidence (POE)	Wards	Baseline as at 30 June 2019	Annual Budget	Type of	Target Type, Nr	Year 4 2020/2021			Target Qtr 1 September 2020	Target Qtr 2 December 2020	Target Qtr 3 March 2021	Target Qtr 4 June 2021				
36	OFFICE OF THE MUNICIPAL MANAGER	Good Governance and Public Participation	KPA 6: GOVERNANCE AND STAKEHOLDER PARTICIPATION	To ensure good governance and the participation of stakeholders	Govern. & Stake.Part.	GOV&SP1.1	Percentage (%) Implementation of the Audit Plan by 30 June 2021	Execution of Audits as per the Audit plan 2019/2021	Quarterly Internal Audit Report and Minutes of Audit Committee meetings	All	tbd at year end 100 % Implementation of All the audit activities were implemented as per the audit plan	Operational Budget	Output	%	100 % Implementation of the Audit Plan by 30 June 2021	30-Jun-21	100 % Implementation	100 % Implementation	100 % Implementation	100 % Implementation	100 % Implementation of the Audit Plan
37	OFFICE OF THE MUNICIPAL MANAGER	Good Governance and Public Participation	KPA 6: GOVERNANCE AND STAKEHOLDER PARTICIPATION	To ensure good governance and the participation of stakeholders	Govern. & Stake.Part.	GOV&SP1.1	Number of Strategic Risk registers reviewed by 30 June 2021	Reviewed the Strategic Risk Register by June annually	Reviewed Strategic Risk register / RMC minutes	All	1X Strategic Risk register	Operational Budget	Output	#	1X Strategic Risk register reviewed by 30 June 2021	30-Jun-21	n/a	n/a	n/a	1X Strategic Risk register reviewed	1X Strategic Risk register reviewed
38	OFFICE OF THE MUNICIPAL MANAGER	Good Governance and Public Participation	KPA 6: GOVERNANCE AND STAKEHOLDER PARTICIPATION	To ensure good governance and the participation of stakeholders	Govern. & Stake.Part.	GOV&SP1.1	Percentage (%) Mitigation of Strategic Risk register by 30 June 2021	Monitoring Risk Register 2019/2021	Progress report on risk management and Minutes of Risk Committee	All	tbd at year end 37% of Strategic Risk mitigated.	Operational Budget	Output	%	80 % of Strategic Risk mitigated by 30 June 2021	30-Jun-21	80 % of Strategic Risk mitigated	80 % of Strategic Risk mitigated	80 % of Strategic Risk mitigated	80 % of Strategic Risk mitigated	80 % of Strategic Risk mitigated



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NO	DEPARTMENT	NATIONAL STRATEGY LINK	MUNICIPAL DELIVERY									TARGETS	Target Date	QUARTERLY TARGETS YEAR 2020/2021				Year 5 2021/2022			
			INDICATORS	Activity (ies), Programme(s), Capital Projects	Evidence (POE)	Wards	Baseline as at 30 June 2019	Annual Budget	Type of Output	Target Tone/Ver	Year 4 2020/2021			Target Qtr 1 September 2020	Target Qtr 2 December 2020	Target Qtr 3 March 2021	Target Qtr 4 June 2021				
39	OFFICE OF THE MUNICIPAL MANAGER	Good Governance and Public Participation	KPA 6: GOVERNANCE AND STAKEHOLDER PARTICIPATION	To ensure good governance and the participation of stakeholders	Govern. & Stake.Part.	GOV&SP1.1	Percentage (%) of Audit Committee recommendations implemented by 30 June 2021	Implementation of Audit Committee Recommendations by departments	Minutes of Audit committee meetings, Audit Committee Recommendations register and supporting documents	All	tbd at year end 64% of the Audit Committee recommendations were implemented	Operational Budget	Output	%	100% of Audit Committee recommendations implemented by 30 June 2021	30-Jun-21	100% of Audit Committee recommendations implemented	100% of Audit Committee recommendations implemented	100% of Audit Committee recommendations implemented	100% implementation of Audit Committee recommendations implemented	
40	PLANNING AND DEVELOPMENT	Good Governance and Public Participation	KPA 6: GOVERNANCE AND STAKEHOLDER PARTICIPATION	To ensure good governance and the participation of stakeholders	Govern. & Stake.Part.	GOV&SP1.1	IDP reviewed and approved by Council at 31 May 2021	IDP Review and approved annually by end of May	Council resolution n/ Approved IDP 2021/2021	All	1X IDP approved by Council	Operational Budget	Output	#	1X IDP Reviewed and Approved by Council at 31 May 2021	31-May-21	n/a	n/a	n/a	1x Reviewed and Approved IDP 2019/2021	1X IDP reviewed and approved



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NO	DEPARTMENT	NATIONAL STRATEGY LINK	MUNICIPAL DELIVERY										TARGETS	Target Date	QUARTERLY TARGETS YEAR 2020/2021				Year 5 2021/2022		
			INDICATORS	Activity (ies), Programme(s), Capital Projects	Evidence (POE)	Wards	Baseline as at 30 June 2019	Annual Budget	Type of	Target Timeframe	Year 4 2020/2021	Target Qtr 1 September 2020			Target Qtr 2 December 2020	Target Qtr 3 March 2021	Target Qtr 4 June 2021				
41	OFFICE OF THE MUNICIPAL MANAGER	Good Governance and Public Participation	KPA 6: GOVERNANCE AND STAKEHOLDER PARTICIPATION	To ensure good governance and the participation of stakeholders	Govern. & Stake.Part.	GOV&SP1.1	Number of Signed performance agreements of S54A and Senior Managers, S56) finalised by 31 July 2019	Facilitate and ensure timeous development and signing of Performance agreements for Section 57 Managers as signed within 30 days in terms of section 57 of the MSA within prescribed timeframe	Signed performance agreement 2019/2021 for S54A and S56 Managers	Facilitation Conclusion of Performance agreements for S54A and S56 Managers	tbd at year end 5 x Performance Agreements	Operational Budget	Output	#	9x Signed Performance Agreements for S54A and S56 Manager finalised by 31 July 2020	31-Jul-20	9x Signed Performance Agreements for S54A and S56 Managers	n/a	n/a	n/a	9x Signed Performance Agreements for S54A and S56 Managers
42	PLANNING AND DEVELOPMENT	Good Governance and Public Participation	KPA 6: GOVERNANCE AND STAKEHOLDER PARTICIPATION	To ensure good governance and the participation of stakeholders	Govern. & Stake.Part.	GOV&SP1.1	Number of formal evaluations completed S54A and S56 Managers by 30 June 2021	Evaluate the performance of S54A and S56 Managers in terms of their signed performance agreement	Formal Evaluation sheets completed and Attendance Register	All	new	Operational Budget	Activity	#	2X formal evaluations completed for S54A and S56 Managers by 30 June 2021	30-Jun-21	n/a	1x Formal Evaluation for S54A and S56 Managers	n/a	1x Formal Evaluation for S54A and S56 Managers	2X Formal Evaluation for S54A and S56 Managers



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NO	DEPARTMENT	NATIONAL STRATEGY LINK	MUNICIPAL DELIVERY										TARGETS	Target Date	QUARTERLY TARGETS YEAR 2020/2021				Year 5 2021/2022		
			Municipal Key Performance Area	Strategic objective(S O)	IDP Linkage	IDP	INDICATORS	Activity (ies), Programme(s), Capital Projects	Evidence (POE)	Wards	Baseline as at 30 June 2019	Annual Budget			Type of	Target Tone-Air	Year 4 2020/2021	Target Qtr 1 September 2020		Target Qtr 2 December 2020	Target Qtr 3 March 2021
43	PLANNING AND DEVELOPMENT	Good Governance and Public Participation	KPA 6: GOVERNANCE AND STAKEHOLDER PARTICIPATION	To ensure good governance and the participation of stakeholders .	Govern. & Stake.Part.	GOV&SP1.1	Municipal High Level Scorecard (Top Layer) SDBIP 2021/2021 approved by the Mayor within 28 days after the Budget has been approved	Compilation of Municipal High Level Scorecard (Top Layer) SDBIP 2021/2021	Approved Municipal High Level Scorecard (Top Layer) SDBIP 2021/2021	All	1XMunicipal High Level Scorecard (Top Layer) SDBIP	Operational Budget	Output	#	1X Municipal High Level Scorecard (Top Layer) SDBIP (2021/2021) approved by the Mayor within 28 days after the Budget has been approved	30-Jun-21	n/a	n/a	n/a	1X Municipal High Level Scorecard (Top Layer) SDBIP (2021 /2021) approved	1XMunicipal High Level Scorecard (Top Layer) SDBIP approved within 28 days after the Budget has been approved
44	PLANNING AND DEVELOPMENT	Good Governance and Public Participation	KPA 6: GOVERNANCE AND STAKEHOLDER PARTICIPATION	To ensure good governance and the participation of stakeholders .	Govern. & Stake.Part.	GOV&SP1.1	Submit the Annual Performance Report in terms of Section 46 of the Municipal Systems Act to Auditor General by 31 August 2019	Comply and Submit Annual Performance Report to theAuditor General by 31 August annually	Acknowledgement Letter by AG on submission of the Annual Performance Report (MSA Sec 46) report 2018/2019	All	1x Annual Performance Report	Operational Budget	Output	#	1X Annual Performance Report in terms of Section 46 of the Municipal Systems Act submitted to the Auditor General by 31 August 2020	31-Aug-20	1X Annual Performance Report in terms of Section 46 of the Municipal Systems Act submitted	n/a	n/a	n/a	1X Annual Performance Report in terms of Section 46 of the Municipal Systems Act

GOVAN MBEKI MUNICIPALITY
DRAFT MUNICIPAL HIGH LEVEL SCORECARD (TOP LAYER) SDBIP 2020-2021

NO	DEPARTMENT	NATIONAL STRATEGY LINK	MUNICIPAL DELIVERY									TARGETS	Target Date	QUARTERLY TARGETS YEAR 2020/2021				Year 5 2021/2022			
			INDICATORS	Activity (ies), Programme(s), Capital Projects	Evidence (POE)	Wards	Baseline as at 30 June 2019	Annual Budget	Type of	Target Timeframe	Year 4 2020/2021			Target Qtr 1 September 2020	Target Qtr 2 December 2020	Target Qtr 3 March 2021	Target Qtr 4 June 2021				
45	FINANCE	Good Governance and Public Participation	KPA 6: GOVERNANCE AND STAKEHOLDER PARTICIPATION	To ensure good governance and the participation of stakeholders	Govern. & Stake.Part.	GOV&SP1.1	Submit the Annual Financial statements (AFS) 2018/2019 to the Office of the Auditor-General by 31 August 2019	Submit the Annual Financial statements (AFS) to the Office of the Auditor-General annually by 31 August	Acknowledgement Letter by AG on submission of the Financial statement (AFS) 2018/2019/	All	1XAnnual Financial statements (AFS)	Operational Budget	Output	#	1XAnnual Financial statements (AFS) 2018/2019 submitted to the office of the Auditor General by 31 August 2020	31-Aug-20	1XAnnual Financial statements (AFS) submitted to the Auditor General	n/a	n/a	n/a	1XAnnual Financial statements (AFS) submitted to the Auditor General
46	FINANCE	Good Governance and Public Participation	KPA 6: GOVERNANCE AND STAKEHOLDER PARTICIPATION	To ensure good governance and the participation of stakeholders	Govern. & Stake.Part.	GOV&SP1.1	Submit the Draft Annual Report (Section 121 MFMA) to Council by 31 January 2021	Draft Annual Report (Section 121 of MFMA) submitted to Council by 31 January 2021	Draft Annual Report(Section 121 of MFMA) / Council resolution	All	1X Annual Report	Operational Budget	Output	#	1X Draft Annual Report (Section 121 MFMA) 2018/2019 submitted to Council by 31 January 2021	31-Jan-21	n/a	n/a	1X Draft Annual Report (Section 121 MFMA) submitted to Council	n/a	1X Draft Annual Report (Section 121 MFMA)
47	CORPORATE	Good Governance and Public Participation	KPA 6: GOVERNANCE AND STAKEHOLDER PARTICIPATION	To ensure good governance and the participation of stakeholders	Govern. & Stake.Part.	GOV&SP1.1	Annual Adoption of Oversight report by Council by 31 March 2021	Oversight report 2018/2019 adopted by council by 31 March (Section 129 of MFMA)	Council Resolution / Oversight report	All	1X Approved Oversight report	Operational Budget	Output	#	1 X Oversight report 2018/2019 adopted by council by 31 March 2021	31-Mar-21	n/a	n/a	1X Oversight report adopted	n/a	1X Oversight report



9.3 RISK MANAGEMENT IMPLEMENTATION STRATEGY

Risk management is an integral part of the Municipality as its main objective is to ensure that all challenges that may hamper the Municipality in achieving its objective are timeously identified and managed.

The management of risk is the process by which the Accounting Officer and senior managers of the Municipality will pro-actively, purposefully and regularly, but at least annually, identify and define current as well as emerging business, financial and operational risks and identify appropriate, business and cost effective methods of managing these risks within the Municipality, as well as the risk to the stakeholders.

The municipality recognizes that the management of risks is an integral part of sound management and therefore adopts a comprehensive approach to risk management.

9.3.1 RISK MANAGEMENT ROLE PLAYERS

Every employee is responsible for executing risk management processes and adhering to risk management procedures laid down by the department management in their areas of responsibilities.

The Municipal Council takes an interest with regards to the oversight function of risk management, to the extent necessary to obtain comfort that properly established and functioning systems of risk management are in place to protect the department against significant risks.

The Risk Management Committee is also appointed by the Council to assist them to discharge their responsibilities for risk management. The Committee's role is to review the risk management progress and maturity of the Municipality, the effectiveness of risk management activities, the key risks facing the Municipality, and the responses to address these key risks. The responsibilities of the Risk Management Committee are formally defined in its Charter.

9.3.2 RISK MANAGEMENT STRATEGY

The fulfilment of the IDP (Integrated Development Plan) depends on the GMM being able to take calculated risks in a way that does not place the interests of stakeholders at risk.

Sound management of risk will enable the GMM to anticipate and respond to changes in the service delivery environment, as well as make informed decisions under conditions of uncertainty and change.

Effective risk management is imperative to the Govan Mbeki Municipality to fulfil its mandate, the service delivery expectations by stakeholders and the performance expectations within the Council.

9.3.3 RISK REGISTER

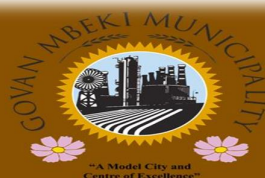
To be finalise once draft IDP is approved.

ANNEXURES

All Annexures are electronically available on request or visit our website at www.govanmbeki.gov.za

- ❖ All Mandatory Sectoral Plans as listed in the IDP are electronically available on request or visit our website
- ❖ IDP & Budget Process Plan (2020/2021)
- ❖ Annexure F Unfunded Projects 2017/2018-2021/2022

CONCLUSION NOTE



VISION

A Model City and Centre of Excellence

MISSION

To promote an Environment of Creativity, Prosperity, Learning, Growth, Vibrancy and Cultural Diversity and a Bright Future for All

CORE VALUES

Team Work, Integrity, Accessibility, Responsiveness, Accountability

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